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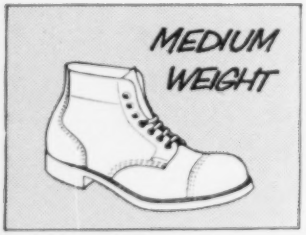

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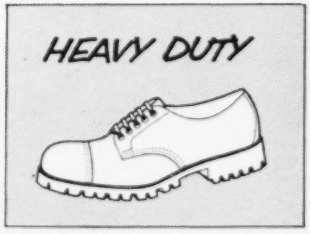

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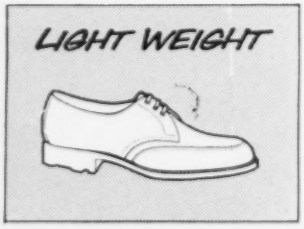

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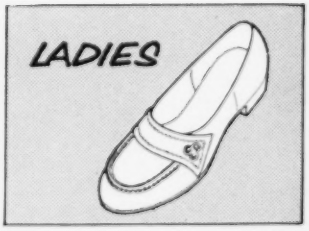

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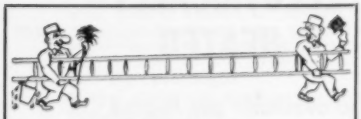

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Personnel Management and Methods

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OCTOBER, 1959

PAGE

CONTENTS

9 **PERSONNEL MANAGEMENT IN PRACTICE**

21 **Health Hazards of the Executive** *Dr. E. E. Lieber*

24 **Employee Welfare in Switzerland** *Dr. E. Frehner*

27 **Right Side of the Law**
Liability under the Nuclear Energy Act

28 **New Sound Filmstrips**
Latest visual aids from the Industrial Welfare Society

31 **The Quiet Revolution** *D. E. Greenhalgh*
Part 2—Use of light and colour in the office

35 **Broader Schemes of Consultation** *Discussion Leader*
Communication by council for management

37 **Specialists Plan for Efficiency** *G. F. Stagg*
Rôle of the consultant in catering

News & Readers' Service

3 MANAGEMENT DIARY
5 NEWS, NAMES, NOTES
17 NEW BOOKS
19 READERS' LETTERS
39 **READERS' ENQUIRY SERVICE**
41 EQUIPMENT MARKET
INDEX TO ADVERTISERS *(Inside Back Cover)*

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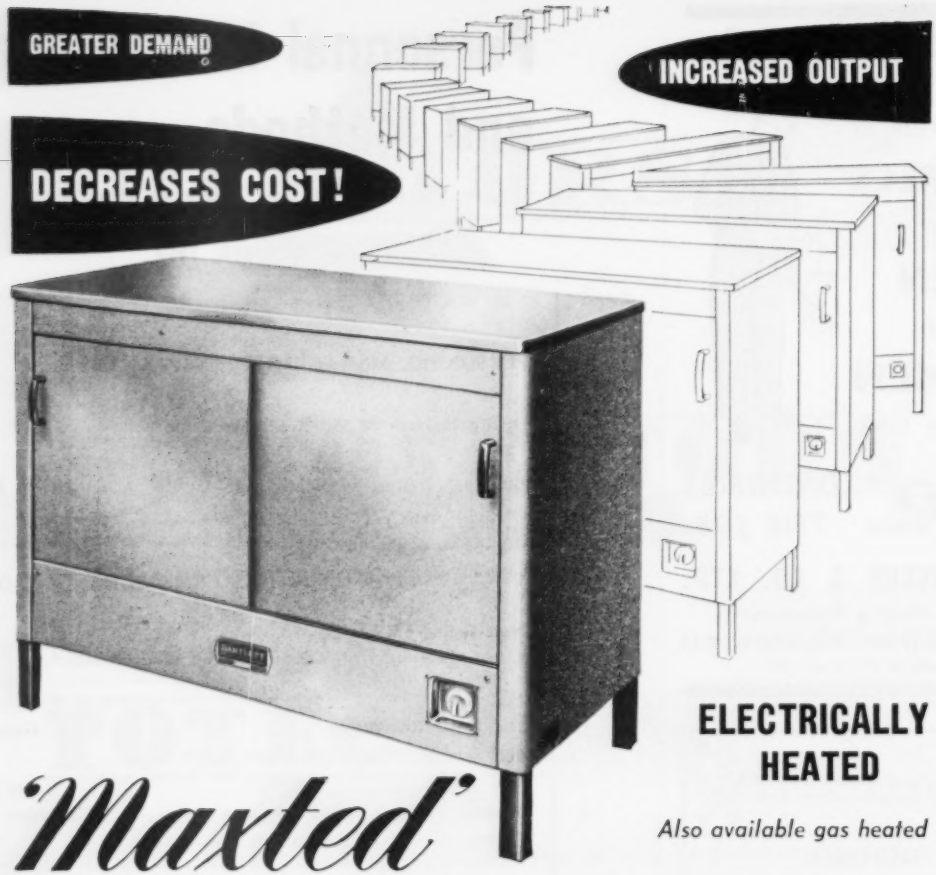

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Residential Courses

2-6 Development of reading skills
9-13 Foremanship
16-20 Office organisation and methods
23-27 Human relations for training officers
23-27 Work study
30-Dec. 4 Packaging
30-Dec. 11 Work study.

External Courses

3-5 **London.** Work study and human relations for the hotel industry
3-4 **Birmingham.** Budgetary control and cost accounting
24-25 **London.** Budgetary control and cost accounting.

INDUSTRIAL WELFARE SOCIETY
Non-residential courses and conferences at Robert Hyde House

2-3 Government pension proposals: a detailed consideration of the National Insurance Act, 1959, and its effect on existing industrial pension schemes
4-5 Women supervisors: a course aimed at broadening their outlook and experience and at improving their work skill in industry, commerce and the retail trades
10-11 Communication skills: emphasis is on methods of communication, including an expert contribution on motivation research
17-20 Basics of personnel administration: an instructional course for trainee executives and personnel assistants
24-26 Producing a house journal: practical instruction and exercises in the mechanics of magazine production for inexperienced industrial editors
25-26 Personal secretaries: a refresher course in the elements of a personal secretary's work, plus an attempt at "finishing"
30-Dec. 2 Personnel records and forms: a comprehensive survey of current practice based on extensive research.

London: Day Conferences

3 Manual lifting and handling
6 Factories Act, 1959
12 First aid administration: a summary of current practice
18 Factory guides: consideration of the training and use of guides for visiting parties
23 Suggestion schemes: the latest ideas for the development and administration of schemes in industry.

Meetings and Residential Courses Outside London

2-5 **Brighton.** IWS Workshop: intensive study for executives on problems involved in management training schemes
5 **Manchester.** Reception and switchboard techniques and their effects on public and human relations policies
10-13 **Eastbourne.** Catering managers: practical event dealing with problems of administration and presentation
20-23 **Brighton.** Trends in apprenticeship training: annual review of recruitment and training
24 **Nottingham.** Review of current catering practice
25 **Manchester.** Industrial health: survey of typical problems and contemporary thinking on various aspects of health and hygiene in industry.

INSTITUTE OF INDUSTRIAL SUPERVISORS

6-8 **Stratford.** Practice of supervisory management: an exchange of experience and ideas about the job of being responsible for other people's work
6-8 **Scarborough.** Human relations: special consideration of problems in human relationships which every foreman must be able to solve
13-15 **Bournemouth.** The foreman and cost reduction: guidance on the understanding of how shop expenditures are classified and controlled
20-22 **Troon.** The foreman and cost reduction
20-22 **Stratford.** Practice of communication
20-22 **Buxton.** Economic background for the foreman
27-29 **Droitwich.** Organising for production: role of the foreman in managing men, materials and resources on the shop floor.

INSTITUTE OF PERSONNEL MANAGEMENT

15-20 Residential course for training officers: analysis of current training problems, assessment of methods and follow-up and evaluation procedures.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

2-13 Interviewing: development of interviewing skill, but paying particular attention to selection interviews at different levels. Also interviewing for other purposes, e.g. in connection with promotion, settling of grievances and exit interviews
16-20 Introduction to assessment and selection procedures
30-Dec. 3 Tests for engineering apprentices: primarily intended to ensure a succession of trained testers in companies where the NIIP's apprentice test-battery has been installed. Others may attend on certain conditions

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2-4 Letter and report writing for managers and supervisors
9-10, 23-24 Successful speaking
23-24 Letter writing for sales correspondents and secretaries
30-Dec. 2 Running a meeting.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

9-27 Organisation and methods.

URCHFONT MANOR (Devizes, Wilts)

9-14 Human factor in the office: course for office supervisors, accountants and junior clerks. Revolution now taking place owing to new machines and management techniques
16-21 Background to modern industrial practice: for specialists who may reach executive or managerial positions and who have already gained technical or professional qualifications
23-28 Thinking, speaking and writing: effective communication methods.

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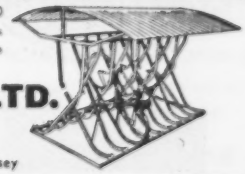

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NEWS
NAMES
NOTES

SEVENTY-FIVE YEARS would be needed to create enough safety committees to cover the whole of British industry, said Mr. A. K. M. Milner at last month's meeting of the Trades Union Congress. Mr. Milner's motion to make the employment of a fully-qualified, accident prevention officer a condition for the granting of Government contracts, was heavily defeated on the advice of the Congress General Council. Speaking for this body, Mr. H. Collinson advocated the appointment of more factory inspectors as the most effective solution, since they would wield more power with unco-operative employers.

A FORMER TRAFFIC APPRENTICE with the British Transport Commission, Mr. C. S. McLeod, has been appointed Director of Industrial Relations in the Manpower Adviser's Department of the Commission. His position for the past eight years was Regional Establishment and Staff Officer, Eastern Region, British Railways.

REORGANISATION of the Central Personnel Department, Crompton Parkinson Ltd., has caused the transfer of Mr. David Bunter, from Chelmsford to their London Office, where he will assume a wide range of duties covering personnel activities throughout the Group. His successor at Chelmsford will be Mr. W. A. Bird, who has been transferred from F. & A. Parkinson Ltd.'s Guiseley works in Yorkshire.

Mr. David Bunter

A TEN-DAY TOUR of Swiss industry was recently undertaken by apprentices from a selection of Birmingham firms. The visit was part of the Local Productivity Association's policy of encouraging young engineers to acquire a wide knowledge of industrial conditions outside Britain. In its programme, the Association suggests that firms might care to award places for such visits on a "*best apprentice of the year*" principle.

THE FIRST COURSE to be held in Wales by the British Institute of Management will be entitled "*Production Management*". From October 15-20, men in production, factory or works management, for whom greater responsibilities may be envisaged, will be given the opportunity to take a look beyond the specialised problems of production. Visits have been arranged with the co-operation of the National Coal Board and the Steel

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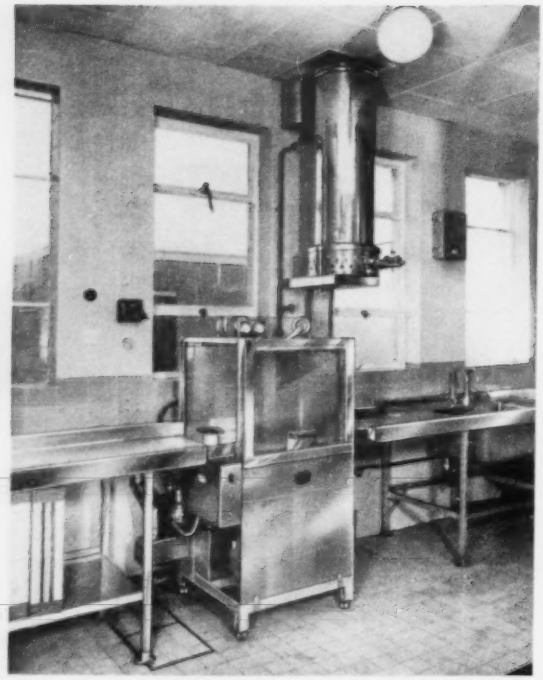

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NEWS NAMES NOTES

Company of Wales. Mr. K. D. M. Dauncey, superintendent, personnel services of the Steel Company, will be one of the visiting speakers at this Porthcawl conference.

MR. P. E. A. DISMORE, assistant foreman at the Corby works of Stewarts and Lloyds, is to visit the Soviet Union. His expenses will come from the Group Travel Scholarship awarded to him by the firm as part of its policy of giving employees the opportunity to widen their experience and increase their knowledge, by engaging in some hobby or interest unrelated to employment with the Company.

NINE EMINENT DOCTORS will speak on the health hazards of the executive at a one-day conference organised by the Chest and Heart Association for Friday, November 20, at the Royal Festival Hall, London. Tickets are available, price four guineas (including morning coffee, lunch—with wines—and tea), from the Association at Tavistock House North, Tavistock Square, London, W.C.1.

NEXT YEAR'S Mechanical Handling Exhibition (May 3-13) is likely to be bigger and more comprehensive than ever. This announcement will serve as an additional reminder to industry that the theme of this year's National Industrial Safety Week, organised by RoSPA for November 23-28, is *"Correct Handling Eases Effort"*.

AN AWARD OF EXCELLENCE has been presented to *The Stork*, house journal of Van Den Bergh & Jurgens Ltd., by the International Council of Industrial Editors. Contestants for awards numbered 600, with entries from the United States, Canada, Australia, Hawaii, the Central African Federation and Pakistan. Certificates of Merit were awarded to *Safety* and to *Wimpey News*, which is an external/internal house journal.

A UNIQUE SERVICE TO INDUSTRY is claimed by The Pyrene Company which, by virtue of now being in control of the former Panorama Equipment Ltd., can advise on the provision of protective equipment, in addition to their established world-wide activities in all kinds of fire prevention.

FOURTEEN YEARS AGO, the civil engineering firm of Sir Robert McAlpine and Sons, initiated a flying service for its own executives. Now, because so much interest has been aroused, they have created McAlpine Aviation to supply advice, aeroplanes and pilots to businessmen who want to reduce time spent travelling in this country and even speeding up visits to the Continent. The plan is to advise on all aspects of business flying and, in addition, to operate a system of leasing aeroplanes to firms at a set fee per flying hour, with option to buy. Running costs will probably be from just over four shillings a passenger seat-mile.

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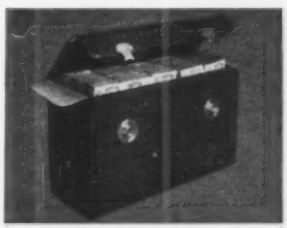

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PERSONNEL MANAGEMENT IN PRACTICE

DELIVERY men of **Satex Typecraft Ltd.,** Stroud Green Road, London, N.4, have recently been provided with uniforms and, in three months, orders have increased by 11 per cent—mainly by new accounts. *But morale has also gone up with the new sales policy responsible for this improvement.*

"Ninety-five per cent of all stationery and office supplies is ordered by women", says **Mr. Murray Rubin,** chairman of the Company, and "until now everything used in the office has been most unfeminine". In addition to producing a new range of perfumed carbon paper, shorthand books with art covers, typewriter ribbons in pastel-coloured plastic containers, Satex provide staff uniforms (£40 each), which have given a great stimulus to their delivery service. *The men are averaging 20 per cent more deliveries weekly.*

"It is because the men take a pride in their appearance", says Mr. F. Harris, sales manager of this firm. They enjoy going into offices and having their appearance noticed by the secretarial staff.

★

EACH summer, **Sir Graham Cunningham,** chairman of the **"Triplex"** group of companies, arranges for *a number of employees to join the directors and shareholders at their annual general meeting.* At the chairman's invitation, 17 workers from five Triplex safety glass and engineering factories travelled on September 23 from Kings Norton (Birmingham), Willesden, St. Helens (Lancs), and from the associated light-engineering firms at Birmingham, Stourbridge, and Hounslow, to be present at the Connaught Rooms, London. They heard Sir Graham report record profits of £1,067,000 to the stockholders.

Before the meeting, the employees visited a Fleet Street newspaper office to watch the production of a London evening newspaper. Every year, the works' delegates are able to see some aspect of commercial life. The Royal Mint, the Stock Exchange, the head office of a bank in Pall Mall and an insurance company's headquarters have been the attractions of past years.

★

BUILT at a cost of £50,000, a new Technical Training Centre and Laboratory at the **Scottish Stamping and Engineering Co. Ltd.,** works at Ayr was opened on September 2 by **Lord Forbes,** Minister of State for Scotland. This is a new concept in the development of the supply of skilled labour from within the Company's own work force, and also a measure of the importance they attach to the fostering of good industrial relations. From here, it is hoped, will flow the top technical and management executives of the future. *All young men entering the company as apprentices will go through the Centre, and will receive a technical and engineering training, in addition to their particular craft instruction.* The new Centre will provide facilities for 75 apprentices, courses being limited to 15 at any one time, under a full-time Training Officer.

The new entrants will be trained for a period of six months before entering the works. Further training will be given on the day-release basis and apprentices are to be assisted and encouraged to study for technical certificates. Emphasis is placed on individual training.

★

A NEW scheme has been introduced at **Commer Cars** factory at Luton to encourage workers to look after the machines on which they work. Each machine has a framed price-tag on it. Thus, a lathe may be labelled: "This Fischer copy lathe is an expensive machine costing £5,407. Handle it with care."

Mr. James Slaughter, who was works convener for 17 years and is now on the staff, says: *"At one time the machines were never cleaned. Now every man knows he is responsible for a machine that costs as much as, if not more than, a Rolls-Royce. The machines are better looked after and the scheme is the biggest asset to production we have ever had."*

First-class training scheme in the correct conditions. Lord Forbes opens this superb centre for apprentices

Are they served death on a plate?

Every plate, every glass, every knife, fork, spoon may carry germs dangerous to health! The responsibility for ensuring absolute hygiene wherever food is handled is a heavy one. It can be discharged only by the use of the most efficient method available. That means Stergene for thorough washing in combination with Domestos for complete sterility. No other technique can give the standard of safety which restaurant and canteen users are entitled to expect—and with the level of economy that management demands. The Stergene Laboratories have produced a study of the problem in a 40-page booklet "Stergene and Domestos in the Catering Industry". Copies will be sent free on request.

FOR HYGIENE—USE

STERGENE with DOMESTOS

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PERSONNEL MANAGEMENT IN PRACTICE

Another Commer scheme, which is proving a great success, encourages the 2,300 workers in the Luton factory to maintain a constant "spit and polish" drive.

As the men are working the 800 machines, they are constantly cleaning them and tidying up the working area. For the last 15 minutes on Friday afternoons they give their machines a final polish and lay their tools out kit-inspection fashion, ready for the weekly cleanest-machine competition, which carries a top prize of £2 10s.

Mr. Percy Marsh, works superintendent, and one of the four judges in the weekly competition, says: *"There is not a tidier, cleaner factory of its kind in the country. Since the competition was introduced, there have been 25 per cent fewer machinery breakdowns, the accident rate—already low—has been cut, and less work has been scrapped, so that men on piece-work earn more."*

★

THE United Steel Companies Ltd., which employ 37,000 in Yorkshire, Lincolnshire and Cumberland have, for nearly 10 years, been holding short residential courses for foremen and assistant works managers. In all, over 1,000 have attended these courses, which vary from one to three weeks in duration, and more than 70 per cent of the companies' foremen have been included.

The courses have been designed to give junior management a comprehensive picture of the group's many activities; how it is organised, what the over-all policies are and how they can help to carry them out. But the subject matter of the courses is not restricted to company affairs; the 'students' also hear talks by speakers from other companies, universities and trade unions. Plenty of time is also allotted for informal discussions.

The popularity of these short courses, which are held during the winter months, may be judged from the fact that many who attended some years ago have asked to be allowed to return for a "refresher" course. A limited number of such courses are now a regular feature of each session.

★

THE Dunlop Rubber Company Ltd., celebrated the fortieth anniversary of joint consultation at its **Fort Dunlop,** Birmingham, factory in September. Based originally upon the Whitley Council constitution, forms and procedures have been modified with changing circumstances; *but throughout the 40 years, the factory has enjoyed excellent relations between all levels of management and employees, with a remarkable freedom from disputes.*

The Company's progressive outlook after the 1914-18 war led to the establishment of conditions of work well in advance of those generally prevailing at the time, and free and frank discussion on the Joint Factory Council before 1938 (and Joint Works Council subsequently), has helped greatly throughout the years—a fair proportion of progressive suggestions coming from both sides. Indeed, it is true to say that Dunlop had already established the basis of a welfare organisation on present-day lines during the 'twenties.

Mr. H. S. Briers, personnel manager at Fort Dunlop, has inherited a healthy tradition of joint consultation

More recently, in 1941, Dunlop played a prominent part in the formation of the National Joint Industrial Council for the Rubber Manufacturing Industry, which established joint consultation for the whole industry.

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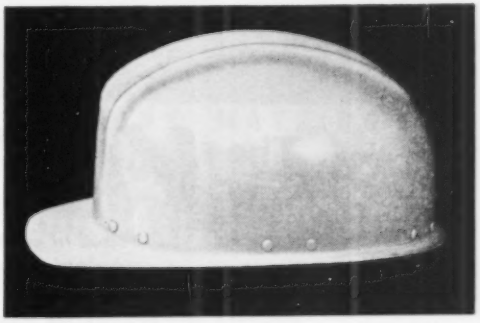

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PERSONNEL MANAGEMENT IN PRACTICE

SINCE operations began in 1953 at the **Mobil Oil Company's** Coryton refinery, one of the chief aims has been that it should be a safe place to work in. *On Tuesday, August 25, they achieved the record of operating for the equivalent of 1,000,000 man-hours without any employee suffering a disabling injury.* There has been a steady improvement in their safety records and, on several occasions, lengthy periods of accident-free working have been experienced. The best previous run occurred in 1956-57 when the equivalent of 842,369 man-hours was recorded.

One of the many methods adopted to increase safety consciousness among employees has been an annual contest between all the affiliated European refineries of the Mobil International Group. In this competition Coryton has shown a steady progress until at the end of last year's contest, it finished in second place and, in fact, only missed winning by a fraction of a point.

None of this interest in safety could have been accomplished without the enthusiasm and help of every individual employee. Of this, Coryton Refinery is justifiably proud, as it now looks forward to achieving a second million man-hours of safe working.

★

BRIGHTON'S most friendly factory. That is the claim of **Underwood Business Machines Ltd.**, at Hollingbury where **Mr. R. M. Young** is personnel manager, with a staff of more than 1,300 men and girls and such a homely atmosphere prevailing through the Sports and Social Centre that they have started a quarterly magazine—*"The Underwood Bulletin."*

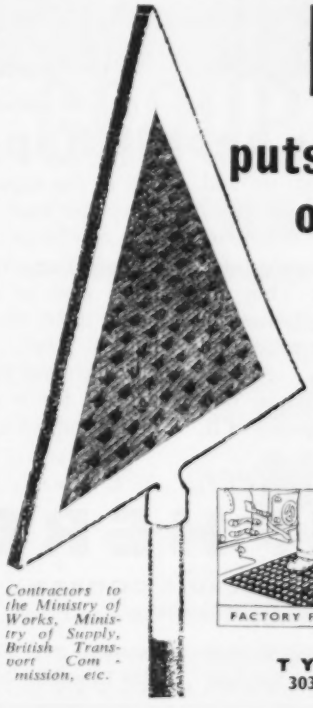
Every encouragement is given to youth at this modern factory. There is an apprenticeship scheme for schoolboys, and students are invited to join the assembly lines and machine shops during their vacations. One girl graduate spent six weeks in the shops: it was part of her training towards becoming a personnel manager.

This extension to the clubhouse at the E. K. Cole Social and Sports Club (Southend) is a show-piece of employee welfare

The firm is a subsidiary of the Underwood Corporation of the United States. Members of the Brighton staff often visit America and return visits are made from the "other side". But Mr. Young has a headache: *"How to find sufficient highly skilled technicians to train all the operators we need to cope with a turnover which has practically doubled in the last 12 months."*

★

WE would like to draw attention to two intriguing pamphlets, available free of charge: they are entitled *"The Significance of Von Thunen's Theory of Wages for*



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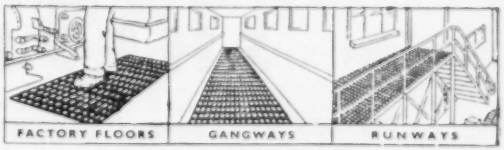

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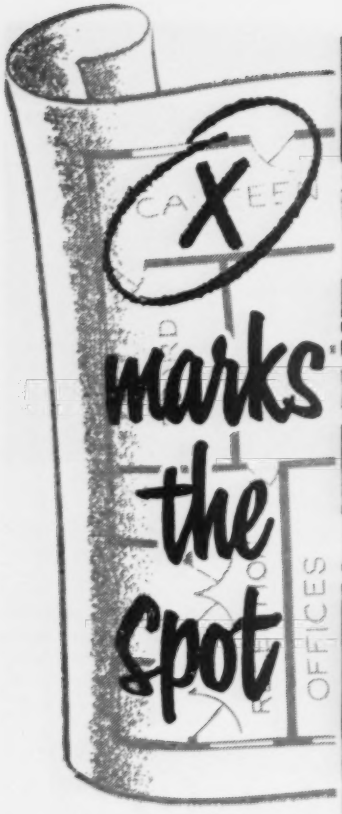

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PERSONNEL MANAGEMENT IN PRACTICE

Profit Sharing and a Free Economy", and "*Profit Sharing and Collective Bargaining*".*

An early German economist, J. H. von Thunen (1783-1850), will probably be known to a considerable number of our readers as the father of the concept of "*The Natural Wage*". In an over-simplified form, his theory would seem to state that in an expanding economy, in addition to an amount necessary for subsistence, each working unit must have access to interest from investment.

The second pamphlet deals briefly with issues that are already problems of our industrial relations and of major significance to us all.

* *Single copies will be sent without charge on application to the Profit Sharing Research Foundation, 1718 Sherman Avenue, Evanston, Illinois, U.S.A.*

★

SIX Welsh girls strolled on to the studio floor of ATV's Wood Green television theatre one Saturday recently for a chat with Bernard Bresslaw, the comedian, after his appearance in a live transmission.

They had been watching the show as a part of their prize from **Mr. K. Williams,** managing director, for full attendance and punctuality at their place of work—**Wendy Boston Ltd.,** the Abergavenny soft toy manufacturers. When the girls arrived in London they went straight away to see the nation's most famous timekeeper—Big Ben—and the Centenary Exhibition. Later they went to Battersea Pleasure Gardens where one girl, ironically, won a soft toy which was judged "*not up to the Wendy Boston standard*". After dinner in the West End they stayed in London overnight and strolled on Sunday morning through the Green Park to see the changing of the Guard outside Buckingham Palace. They certainly enjoyed the reward for their efforts.

Initiated by their managing director four years ago, the Wendy Boston "Good Time-Keeping League" has reduced figures for lost time and absenteeism to a figure which, it is claimed, few other companies in the U.K. could equal.

MANAGEMENT of the **Alfred Morris** factory at Shildon, Co. Durham, made certain that representatives of their employees were present at the official opening of the new **Shildon Nylon Carpet Centre** in Berners Street, London. As well as a department chief, a foreman and two carpet planners, there was Miss Angela Raine—the factory's beauty queen.

Miss Raine (*see photo*) is a machinist, and she presented a bouquet to **Lady Russell,** wife of Sir Gordon Russell (director of the Council of Industrial Design), who declared the centre open. This is the first nylon carpet centre to be opened in Europe.

This Month's Cover

Craftsmen at the famous Rolex factory in Switzerland admirably illustrate the training aspect of Dr. Frehner's article on pages 24/25.

With the establishment of new trading agreements between governments in Western Europe and Scandinavia, it appears to be a good time to examine the personnel practices and traditions of these more closely related countries.

It would be appreciated if readers would note that the correct address of Borax Consolidated Ltd. is Borax House, Carlisle Place, London, S.W.1.

Representing her colleagues, Miss Raine sees the opening of a new 'European Centre'

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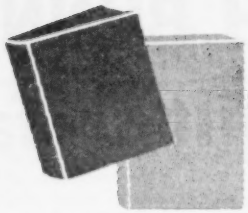

New Books

Shared Government in Employment Security, by J. M. Becker. *Columbia University Press, 54s. post paid.*

THE HISTORY AND FUNCTION of advisory councils are examined to determine their relationship to the permanent tension in society between the authority of the State and the voluntary play of freely formed and freely acting private groups.

Father Becker's study can be applied to a variety of social situations, and thus a major contribution is made to the problem of how to combine real, and not merely nominal, political democracy with powerful government. The author looks to factors that have made councils effective, rather than to their reasons for failure. However, he does not sacrifice objectivity for this greater aim.

Hawthorne Revisited, by Henry A. Landsberger. *New York State School of Industrial and Labor Relations, 26s. post paid.*

FOUNDED ON THE ASSUMPTION that in most courses in industrial sociology, human relations, or personnel work, it is desirable to introduce students to the Hawthorne Studies, this monograph is addressed to master and student.

The first chapter is a sober summary, impressively showing how each of the Hawthorne Studies grew out of the inconclusiveness of the preceding one. The next chapter consists of criticisms of the human relations school; and the remainder of this packed treatise is a detailed defence of *Management and the Worker,* which remains a classic for many experts in this field.

Objective Approaches to Personality Assessment, edited by B. M. Bass and I. A. Berg. *D. van Nostrand, 39s. post paid.*

NO OBVIOUS ACCORD exists among the twelve American University teachers who have contributed chapters on "objective testing", but the advantages of these tests are clear. They are usually easier to administer, requiring less training of test examiners; and they are more easily evaluated.

Because the reliability and validity of objective tests are easier to gauge, the writers feel that the examiner can discover the error in his measurements. Indeed, through precisely controlled experiments, objective testing seems likely to contribute to a true "science of personality."

The Growth of British Industrial Relations, by E. H. Phelps Brown. *Macmillan, 43s. 6d. post paid.*

IN THE STORMY YEARS before the First World War, strikes were so numerous and menacing that many observers believed the country was approaching a general upheaval. This study opens with an account of the condition of the people then — their homes and working lives, how they found their jobs and what those jobs were like.

The author is professor of the Economics of Labour in the University of London and he describes how employers and employed battled in that setting. We see how they coped with disputes and what part the Government played in their affairs. These troubles are delineated with an eye to origins and developments, to illustrate how the institutions and procedures came into existence.

The struggles of 1906-14 provide an exposure of the universal mainsprings of strife in industry; and in accounting for them, this book affords insight into the sources of conflict which have been of major importance to social scientists in recent years.

The Conservative Case, by Viscount Hailsham; **The Labour Case,** by Roy Jenkins; and **The Liberal Case,** by Roger Fulford. *Three Penguin Specials: 3s. each, post paid.*

The chairman of the Conservative Party devotes the first half of his book to principles and basic ideas—a revised version of The Case for Conservatism, first brought out in 1947. The second half deals with current political arguments between the three Parties.

Mr. Roy Jenkins makes a personal statement on foreign and colonial policy, on the need for a rapidly growing economy and the means by which it might be attained. He also gives his views on education, national superannuation and the cost of the Labour Party's proposals.

Disliking our present electoral system, Roger Fulford says that, if we are to preach democracy abroad with effect, we should practise it at home and not leave our politics to two parties because they are rich and large. He argues that a compact squad of Liberal members could revive the House of Commons, and save the country from wild experiments. Showing how the Liberal mind can be distinguished from the Labour or Conservative, he emphasizes the glories of independence in our political system at this time.

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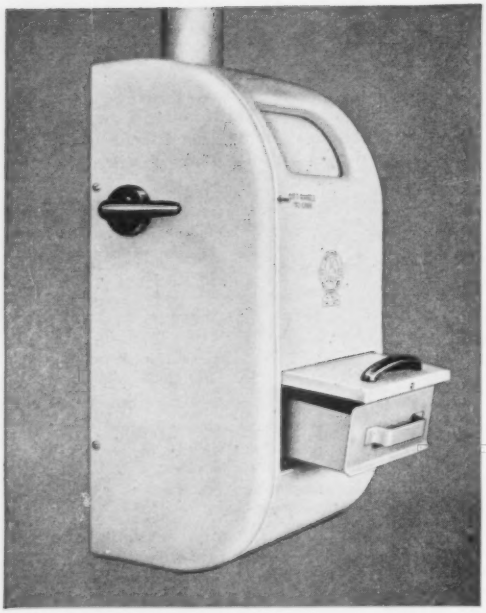

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Readers' Letters

Sir,

It is no use devising a scheme for reducing the anxieties of middle management if there is a real danger of their losing their jobs. Although, in times of change, middle managers with valuable experience are potentially one of the firm's greatest assets, they may not be making the maximum contribution because their actions are influenced by fears not directly concerned with the task in hand. Thus there is a tendency for them to GO SLOW, WORK TO RULE and generally take no chances.

Have we not heard something like this before? Is not this problem symptomatic of a class-conscious approach to personnel management—namely, a feeling that personnel management is only concerned with the lower levels of the hierarchy? The problems of middle managers are basically no different from those troubling operatives and clerks. Only the context is different, and the fact that they cannot seek security in a trade union and express their fears in well-established patterns of industrial unrest.

Therefore, a basic task of top management is to extend the principles of joint consultation to middle management, to create an atmosphere in which they feel that their views are valued, that they can really influence events and ventilate their grievances.

Also, a well-planned system of management development must surely play a part here. Most people realise that they must, in due course, have a successor. If they are invited to take part in the training and development of the new man rather than having him quietly but awkwardly groomed in the background—it is clearly better for everyone involved.

B. PERKINS
Assistant Personnel Manager

Leeds

Sir,

I believe that the answer to the worries of middle managers lies largely within themselves. There is no doubt that they represent the 'backbone' of every large organisation, but unless they learn some of the essential principles of management psychology—of "how to handle your boss"—they can easily become worried and frustrated and end up by ensuring their own insecurity.

The first important lesson is that, as employees of a company, they are paid in return for services, and the company has an absolute right to say in what manner these services shall be utilized. This does not mean that we should not open our mouths to make suggestions or to express disagreements, but once we have spoken our minds we should be prepared to accept the decision of our superior, *and to accept that decision with the same enthusiasm as though it were our own.* Of course, the artful manager talks us round until we make the suggestion he wants and then off we go feeling very pleased.

Once we get into the habit of accepting and *happily* applying the decisions of our superiors, we become more flexible and adaptable and, in consequence, less worried and frustrated.

The next step is to study the mentality of our bosses with care and insight, just as we should scrutinize those people who are responsible to us. We must remember that a company does not really exist as a personalised entity—it is only the sum total of each one of us, and our working environment is very much affected by the character of our own immediate boss—so he is worth studying. It is just as possible, with a little subtlety, to make your boss do as you want as he (with equal subtlety) can make you adopt his ideas. This is the essential difference between pleasing our boss, by a servile 'yes-man' attitude, or by adopting a pleasant, constructive and co-operative manner.

This is only a brief reference to a vast and fascinating aspect of management, but I commend it strongly, for it applies upwards and downwards in the line of authority. Maybe some people will think it too much trouble. If so, do not blame anyone but yourself if you have a worried life, feel you are not appreciated, fear a company reorganisation, and wonder whether your job is secure. Yes, you can always leave and go to another company, but you know than the devil you don't know!
remember—your new boss is human too. Better the devil

G. K. JONES
Factory Manager

Bournemouth

A guinea is paid for each letter published. We invite readers' comments on any problem raised in the pages of this journal—particularly in this month's Leader (p. 35).

Sir,

Most managers being in or near their fifties and very often specialized in their present trade, it is obvious that offers will not pour in by the dozen, should they lose their present positions. To dissipate their fears of unemployment, I would offer the following suggestions.

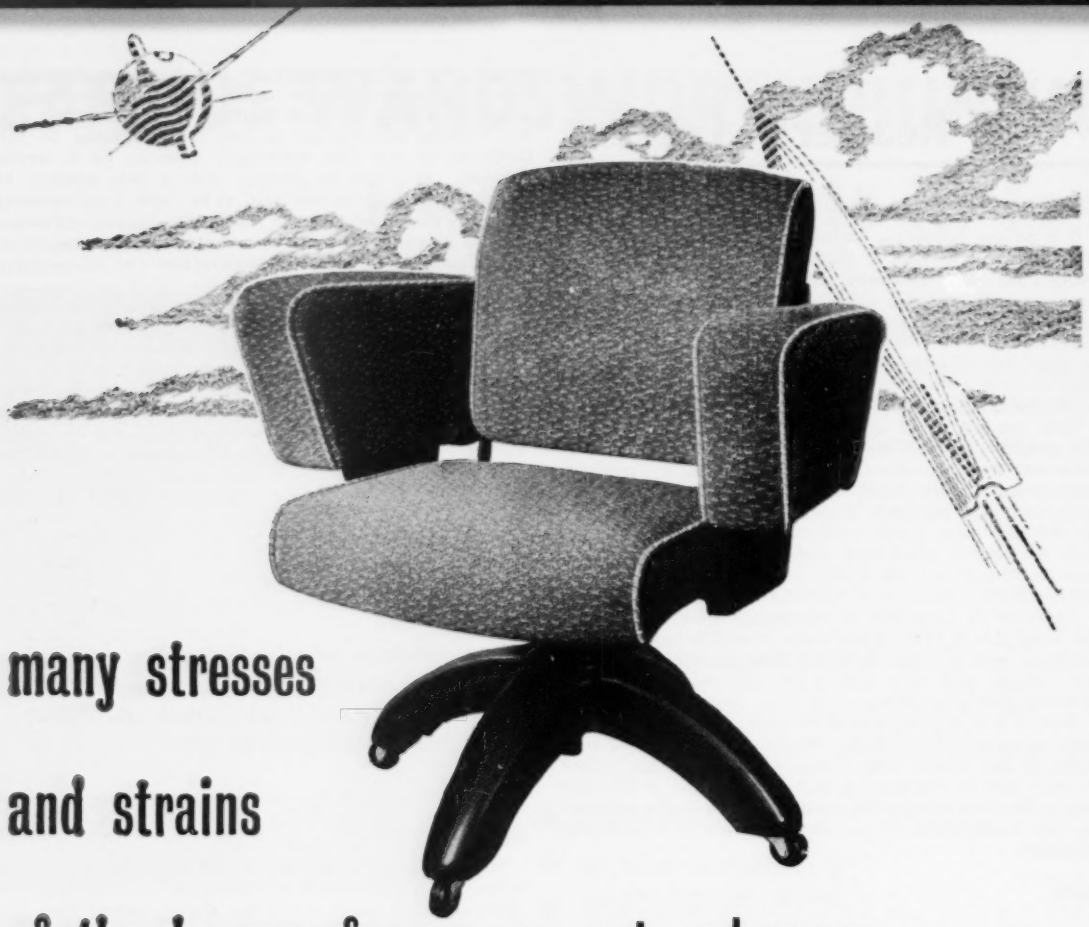
Positive, public relations-minded behaviour, plus reliability and loyalty to superiors (but first of all to one's own subordinates), should establish a solid reputation as "hard to remove" or "good leader of men"—two descriptions that could mean the same thing with no demagogical aftertaste whatsoever.

A fit brain and up-to-date technical knowledge should make it difficult for top management to find a better man. *Therefore, managers should never stop seizing opportunities to train their intellects and widen their knowledge (technical or general), even during working time and at the employer's expense.* Top management may not think of proposing anything like it, but will almost certainly appreciate the interest shown by the individual.

If fortune's wheel takes an unavoidable turn for the worse in the near future, study of any "despecialising" professional subject will provide new tools for finding an equivalent or even a better job elsewhere. Furthermore, this additional knowledge might engender a subsequent change in the manager's attitude, a fact that could alter previous judgments of top management.

A. PFAEHLER
Plant Manager

Curtilles



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Men with heavy responsibilities find it difficult to 'switch off' even in these surroundings

Health Hazards of the Executive

by Dr. E. E. Lieber*

MEDICAL OFFICER,
MICROCELL GROUP OF COMPANIES

EVERY morning, winter and summer alike, a friend of mine, successful business man and able director of several companies, does a brisk, five-mile walk from his home to Hyde Park and then, no matter what the temperature is, finishes up with a dip in the Serpentine before going on to his office. I have often wondered what proportion of his acumen and proved clear judgment is due to this routine, for there is no doubt that health and general fitness play a large part in the career of an executive.

When assessing the effect of occupation on health, we must take disease as our criterion for one good reason: disease is a measurable quantity, whilst 'health' defies any reliable method of measurement. The World Health Organisation's definition of health as "physical, mental and social well-being", leaves out the question of standard and degree. Nevertheless, we do know a great deal about how to preserve it and, like many familiar things, we become aware of it through its absence.

There are certain branches of medicine in which, despite accumulated experience and the large number of cases examined, wide gaps in our knowledge still remain. Such a problem is the special case of the health of the executive.

It is now beginning to be recognised how essential it is to preserve the health of those who hold responsible positions in industry, and for this reason it has now become an important subject of study. Undeniably, executive talent is a rare plant, hard to discover and expensive to foster. Yet no business venture can succeed without it.

The general movement towards recognising these facts has led to the establishment of a special Research Board by the Institute of Directors, whose object is to study this problem more thoroughly than in the past, to examine methods used by various firms for maintaining the health of their executive staff, to compare them and thus to decide on their merits. There is a growing awareness that top executives are being neglected in preventive health measures. Although the hazards they encounter may not be so obvious, the safeguarding of their health is of no less importance than the preservation of buildings and machinery. A further reason for our concern with the executive's health is the indirect effect of the managerial grades on people under their control, especially since senior executives usually belong to the forty upwards age group, when the human body is more subject to disease.

In dealing with the problems of the health of executives, we are concerned mainly with the subject of '*stress*' and its action on health. It is my object to clarify a mass of facts collected from over 2,000 cases in which all things

* Dr. Lieber's book, "The Health of the Executive and the Worker," will be published early next year by Faber & Faber.

Under the outward serenity of a well-groomed businessman may be stresses that defy calculation.

were approximately equal. What is '*stress*'? Specialists use the term in a variety of ways. Physicists describe it in dynes per square centimetre; the psychologist sees it as 'anxiety tension', and to the industrial medical officer or clinician, it represents seborrhoeic dermatitis, gastric ulcer, coronary thrombosis, angina pectoris, asthma, etc.

It has been claimed by some that the various stress disorders are more or less associated with specific types of personality, although recent controlled investigations have cast doubts on the validity of this theory. But temperamental disposition is of considerable importance because it determines a patient's reaction to stress and the degree to which these emotional reactions are expressed or repressed.

Common Faults

The active dominant component of the executive's make-up, if such a view is possible, is his brain, which is responsible firstly for controlling the functions of his body, as in any other person, and secondly for operating his business. Every management looks to its executives for enterprise and leadership; such a large number rely upon him for happiness and success, that the first essential is that he be able to do his job without undue stress. If a man accepts or is given a job which is too burdensome for him, he will be neither happy nor efficient—a state of affairs which forms one of the major causes of strain that produces ill-health. Yet some men are driven by their own ambition (or perhaps that of their wives) into thinking that continued promotion is the only measure of success in life.

Frustration, a governing factor in stress, may have many causes: for example, lack of freedom to make quick decisions, or the worrying or tension-provoking situations which sometimes develop, often quite needlessly, in management. There are two major fears which cause stress at any level: every man is concerned in some degree with the security of his employment, and certainly no one can give of his best if a series of ruthless dismissals keeps him wondering who goes next. Secondly, there is the fear of the consequences of making mistakes, an ever-present bogy for any person in a responsible position, no matter how able and experienced he is.

Consequently, we cannot fail to recognise the great advantage that every industrial concern can derive from preserving the health of the executive. Many industrial firms are agreed that, to be successful, a scheme for maintaining the executive's health should be run on substantially the following lines:

(1) Periodic medical examination

(2) Clearly defined areas of responsibility

(3) Promotion of greater health consciousness by executives

(4) Special vacation programmes

(5) Follow-up with remedial treatment, etc.

Emotional stress and inhibitions can be relieved, if the executive is able to talk about his problems to some person such as the industrial medical officer. Of course, he will at first be inclined to talk about his aches and pains, and then he will go on to the difficulties he is having with Mr. X or Mr. Y. He obtains relief by unburdening himself. An industrial medical officer's knowledge of the personality and emotional background of the people concerned can sometimes be a great help in working out a satisfactory solution. This leads me to the question of the choice of a medical examiner. He must be competent and experienced in this type of work and able to strike a balance between the advice given to safeguard health on the one hand and the danger of creating an anxiety neurosis on the other.

Have we any evidence that executives suffer excessively from any particular disease more frequently than other persons of similar age in other occupations? Although the existing evidence is not conclusive, many industrial medical officers are of the opinion that they are exposed to certain complaints. They believe that executives suffer from an excess of coronary thrombosis, hypertension, ulcerative colitis, peptic ulceration and urticaria, vasomotor rhinitis and asthma. In the case of hypertension, for instance, the man who works hard is often the one who becomes a successful executive, and this is the type of man who is inclined to develop hypertension. (In fact, it is often the people who work hard and play hard who become senior executives.) If we go by statistics, we will

find that the Registrar General's Social Class I, which includes executives, does show a preponderance of people with this condition.

There is also evidence that the incidence of ischaemic heart disease is particularly high amongst professional men and is related to the stress of modern life. In certain clinics, where I have worked and had the opportunity to scrutinise 2,000 patients with diverse occupations and from several social grades, it was established that the standardised mortality rate from ischaemic heart disease amongst professional workers and executives was double that amongst skilled artisans, and three times as high as in unskilled workers. Physicians and surgeons came highest on the list, and in second place came business executives. The legal profession and the clergy came third and fourth. At the other extreme were found the manual workers, with a low-standard mortality ratio from this trouble.

Preventive Tests

What is the value of regular examination of executives? Many firms have established this as a matter of routine, recognising that the loss of an executive means possibly the loss of many years of experience and training, as well as special aptitudes. Periodic medical examination—by which I mean clinical, radiological and electrocardiographical examination—has two aims; the first is to give advice and guidance on the maintenance of general health, and the second is to detect any incipent disease in its earliest stages. Of these, the former is more important: it is the final step forward in the science of preventive medicine.

It is far more difficult to examine an apparently fit man for early stages of deviation from health, than it is to examine and treat a patient who already has an established disease. However, it must be said that there is no general agreement in the medical profession about the value of these periodic check-ups and some doctors are definitely against them—possibly because they are not acquainted with the special conditions in industry affecting both executives and workers, with which the industrial medical officer is familiar.

Examination should be thorough, and if the executive emerges with a clean bill of health or with only minor conditions which need watching, the effect upon the company and the individual will be sufficiently reassuring. Companies which have continued this system of periodic examinations for a number of years find that their executives are usually in better health than those being checked for the first time. In the United States, such examinations may vary from half an hour in the consulting room to a week in the nursing home, where X-rays, blood tests, blood cholesterol tests, etc., are made. The latter is, in my opinion, a waste of precious time for all concerned and apt to promote anxiety. It is not good for anyone's peace of mind to brood about his blood pressure. I consider that a straightforward clinical examination, plus the usual tests, is more useful. There are, of course, some who prefer not to have personal medical examinations—but they are in the minority. The executive has a responsibility to his company, to his family and to himself to maintain his health and fitness for his work. He also has responsibility for the well-being of those who work under him, for maintaining good relationships in his department, for the encouragement of others to seek medical advice when necessary.

How frequently should these examinations take place?

A major shipping line intends to install a clinic for businessmen in a new ship; and the Institute of Directors and the Nursing Homes Charitable Trust have already discussed the possibility of jointly sponsoring a diagnostic unit specialising in health problems of the executive.

It is certain that too frequent examinations are not desirable and may tend to produce an unhealthy state of mind. Generally speaking, for executives with whom I have dealt during the past six years, annual or biennial examination would seem to be enough. However, in the absence of any time formula, annual examinations should represent a safe and reasonable practice. For executives who are elderly, or who have some particular complaint, the check-up should be more frequent.

Medical examination should certainly be voluntary and should be undertaken, either by the firm's medical adviser who knows the executives well and is experienced in this type of work; or by a consultant physician appointed for this particular purpose; or by the executive's own family doctor. The findings of the examination should be confidential, and should not be disclosed to the management without the consent of the executive himself. If, in exceptional cases, the executive's ill-health might cause him to endanger the health and safety of others, the family doctor should be notified.

Duty and Care

Executives, as group leaders, have a special responsibility for human relationships. Therefore, they must learn to understand the relationship between their own health and their behaviour towards employees in order to be completely successful. The personal influence of the manager is enormous, and his mood will affect the atmosphere of a whole department that can be felt by strangers on entering a department. Qualities essential in an executive are confidence, efficiency, optimism and a well-developed sense of humour. Such qualities will, of course, be looked for in the initial process of selection.

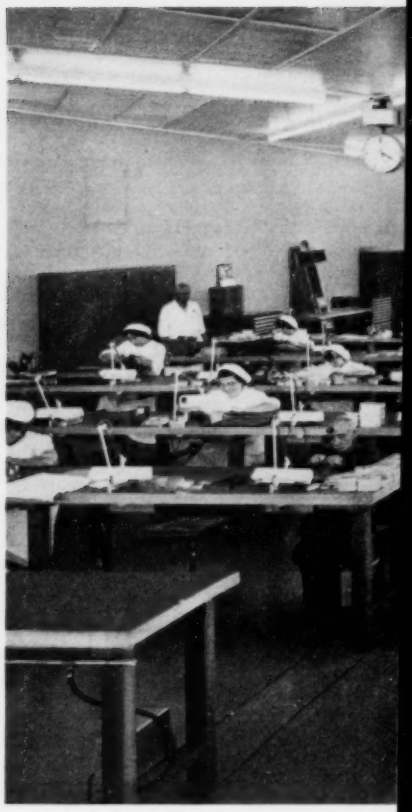
Although the executive's mental and social capabilities are more important than his physical well-being, all are strongly linked. The evidence that executives suffer more than other professions from coronary thrombosis and peptic ulcer is inconclusive, although there is certainly a high incidence of these illnesses amongst them. There are certain ancillary factors which should not be overlooked. For example, if the executive must have his business lunches, he must make proper allowance for their effect on him, otherwise they may cause him to suffer from an occupational disease as serious as pneumoconiosis in miners, or divers' bends. This is apart from the fact that excessive dietary fat, animal fat in particular, with its high cholesterol level may cause heart disease.

Medical science has given us so many tools with which to bring to all men new hope and strength. The health of the manual worker is much safeguarded, but the health of the executive presents a challenge we cannot ignore.

by Dr. E. Frehner

Employee Welfare in Switzerland

First in a series devoted to personnel practices in countries outside the United Kingdom. A study of developments in Sweden is to follow



THE personnel policies of a nation's undertakings of necessity depend on the economic state and the social conditions of the country. Very striking, in this respect is the fact that Switzerland, in proportion, has a far greater number of skilled workers than most other countries. The proportion (leaving out foreign workers) is about 65 per cent skilled workers (male), against 35 per cent unskilled. (The former have gone through a full vocational training and have passed the appropriate examinations.) It has long been the accepted policy of Swiss industries to employ chiefly people who have gone through a full course of vocational education. Even some lower-grade manual activities, which formerly were left to unskilled labourers, now require a certain period of vocational training.

A second characteristic of the Swiss economic system is the prevalence of small and medium-sized undertakings. Even the few sizeable companies with 6,000 to 12,000 workers, would be considered small firms in other countries and these are distributed over the whole country. There are no large concentrations, no highly industrialized centres in Switzerland.

These conditions have produced a well-balanced social system. True, there are various social classes; but "grands bourgeois" with gigantic fortunes and revenues, those whom Marx would call "the capitalist class," are hardly found here. They are as rare as real proletarians in Switzerland. The poorest class who have to industrial workers, but rather those fight hardest for their living are not the Alpine small farmers and herdsmen, who own land which they cultivate solely for themselves and their families.

Since 1940, Switzerland has been short of workers. On the average, the unemployed of all the industries do not amount to more than four to six out of every thousand workers, which is probably a European record, especially if we still deduct those almost hopeless cases, the "permanently unemployed".

These difficulties have favoured a progressive spirit in the personnel policies of Swiss firms and industries, which, even in the 19th century, had already reached a high level as far as welfare institutions for workers were concerned. In the 20th century, progress has been steady, so that many firms have achieved remarkable results in social work and now possess institutions which challenge comparison with the best-known examples in other countries.

Though the Confederation has abstained from legally supervising or controlling labour organisations, most factories have long had their workers' councils or factory boards, which in the majority of cases had been set up by the heads of factories. The first was founded in 1872. Today, there are about 120 undertakings, each with

Attractive working conditions in a miniature ball-bearing factory at Bienne

more than 500 employees: 91 per cent of these firms and over 94 per cent of their workers are represented on factory boards. Even the clerks, who are not particularly gregarious, have formed their own house committees, many of them with the help of management.

Swiss firms have always paid most careful attention to the professional training of their recruits, although there are different methods in use in the various linguistic regions. In the French-speaking part of the country, apprentices receive their vocational education preferably in public institutions (*écoles d'apprentis, écoles des arts et métiers*), whereas firms in the German-speaking cantons still give their preference to apprenticeship or training inside the firm. Bigger undertakings have their special apprentice shops or "*ateliers d'apprentissage*". Since 1920, most of them have adopted Dr. Carrard's and Professor Suter's methods of training, based on psychological principles. These two pioneers have done excellent work in adult education, first in the machine industry, then in the dressmaking and watchmaking districts—and in some of the transportation services.

Management training and development too, has been carefully cultivated. For example, foremen and work-masters are taught everything useful about the materials they are using and the best techniques in their handling. A model institution of this kind is the Foremen's School (*Werkmeisterschule*) at Winterthur, founded by the Swiss Union of Machine Manufacturers. Most of the younger foremen now working in machine shops have attended this school.

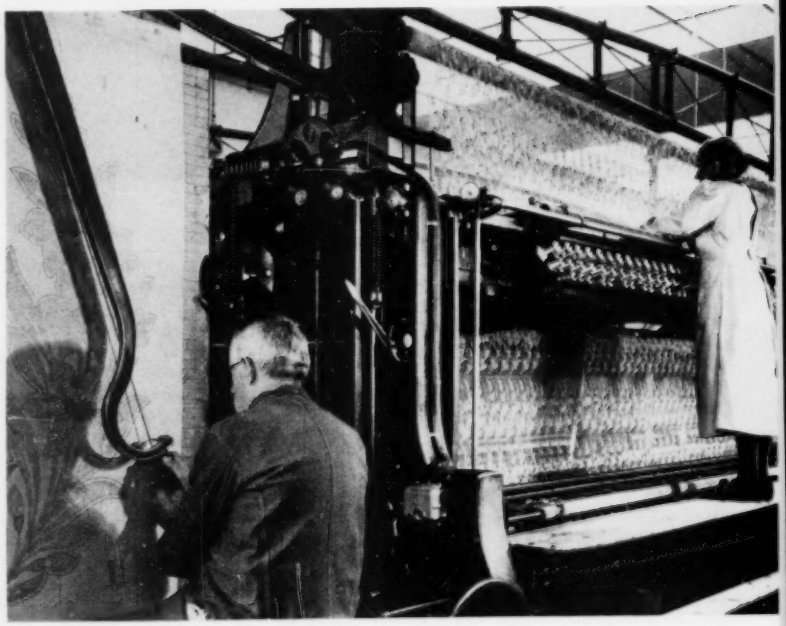
During the last five years, the number of collective agreements on working hours and terms of collaboration between employers and employees has greatly increased. About 1,500 "Collective Conventions" and tariffs are now in operation. They have been signed by nearly two-fifths of all the employers and more than three-fifths of the employees and workers. And as clerks and employees are not, as a rule, members of trade unions, we may say that practically all the workers and factory hands are under the protection of collective agreements laying down rules for hours of work and pay, factory discipline, holidays, giving notice, etc. Negotiations and discussions are being carried on concerning the legal foundations of such agreements.

Foundations and welfare institutions for employees and workers are numerous. All the more important firms have their own workmen's institutes and club houses with canteens and kitchens. Most of them are now managed by the carefully trained personnel of the "*Volksdienst*", whose social workers also run health services, education centres, and social departments in many factories. Smaller firms often band together to share the plan-

ning of their social services and welfare institutions, at the disposal of which there are more than 7,000 independent funds, legacies, and foundations of private firms. When you remember that there are only 4,000 organisations with 50 or more employees, you will realise that a good many small firms too, have their own welfare institutions —many, of course, for quite special purposes. Their number has been decreasing for some time, and many have been handed over to publicly recognised independent bodies, which are privileged with regard to taxation. The capital at the disposal of factory welfare services has increased fourfold within 12 years, and every year about 600 million francs (£50 million approximately) are given by the managements as voluntary gifts to social institutions. This is more than five per cent of the total payroll of all the workers and employees. The voluntary contributions surpass even the compulsory legal amounts by more than 25 per cent. This is partly because of the long period of prosperity and full employment since the end of the Second World War.

Even before the War, Swiss firms had begun to build dwelling houses for their employees. The number of houses and settlements greatly increased as a result of the acute shortage of accommodation since 1940. The rent paid for these houses and apartments is usually 15-20 per cent below the local average. Many firms also subsidise their workers' co-operative building societies, grant them loans, mortgages, or guarantees at the most advantageous rates for building workers' houses.

The list of welfare measures and institutions could be very much enlarged if we chose to enumerate the many arrangements for pleasure and sport, excursions, libraries and reading rooms, lectures, cinemas, concerts and theatricals, publications for new employees, bulletins and periodicals for all members of the firm, workers' savings banks, etc. They are abundant proof of the Swiss employers' sense of responsibility for the welfare of their workers. It is not surprising that strikes and lock-outs are very rare (fewer than ten per annum during the last five years), and they occurred chiefly in the building trade, which comprises so many complicated organisations of a predominantly artisan character. We do not wish to overlook the shadows left in the picture. There is still plenty of scope for generous and progressive social institutions and for even more enlightened personnel policies in Switzerland.



The Swiss reputation for quality precision work is pictured here. The designer in the top picture must know every technical possibility of this striking embroidery machine

RIGHT SIDE OF THE LAW

by COUNSEL

Liability under the Nuclear Energy Act

THE story is told of the man who revisited the great country house where he had lived as a boy. It had, long since, been converted into flats whose occupants were pleased to see him and to ask questions about the house as it was when his family lived there. There was one matter on which they were all curious; the purpose of the small concrete structure tucked away in a little wood some distance from the buildings. They were informed that it was the petrol house and the explanation, in response to further questions, that this was the kind of provision deemed necessary for the storage of this dangerous fluid in the Edwardian era, was received with surprise and some amusement. It may be that our present concern with nuclear site precautions will appear in the same light within a few decades.

Licensing Clauses

In the meantime, the Nuclear Installations (Licensing and Insurance) Act, 1959, makes elaborate and unusual provisions to meet unusual and, as yet, imperfectly understood dangers. Before considering the liability clauses in detail, let us look at the licensing provisions. The Act begins by declaring that any person (which means in this context a corporate body only), who uses a site for installing or operating nuclear plant or processes—including preparatory or ancillary processes—and for storage, processing or disposal of nuclear fuel, must have a nuclear site licence. The terms are wide and cover all uses and processes relating to atomic energy. There is an exception in favour of the Atomic Energy Authority.

When granting the licence, the Minister of Power—or the Secretary of State in the case of Scotland—may lay down any safety conditions he considers necessary. There are various other provisions regarding licences, the revocation, surrender and so forth with which we are not concerned. But the Minister is bound to maintain a site list with maps, which must be open to inspection by the public.

We now come to the liability of the licensee which is dealt with under Section 4. He must ensure that, during his period of responsibility, no ionising radiations are emitted from anything he causes or allows to be on the site, or from any waste discharged so as to injure any person or damage any property, whether on the site or elsewhere. This extends to irradiated fuel which has become irradiated at the site, being carried for the licensee within the U.K.

The expression "period of responsibility" requires explanation. This is the period beginning with the granting of the site licence and ending either when the Minister notifies the licensee that there has ceased to be any danger from ionising radiations on the site or when another nuclear site licence for the site is granted to someone else.

The licensee's liability may thus continue for a long time after he has stopped using the site. Further, claims for injuries or damages may arise in respect of emissions during use not only after the use has ceased, but after the Minister has notified the licensee and the licensee's period of responsibility has ended. This is the situation which the Act attempts to meet.

There are special provisions concerning the carriage of irradiated nuclear fuel. Normally, the licensee only is liable for injury or damage. But if the carrying ship or aircraft is outside territorial waters, he is liable only if the ship or aircraft is registered here, in the Channel Islands, the Isle of Man or in a Colony. The Carriage of Goods by Sea Act and the Carriage by Air Act are not affected.

It is noteworthy that an action for damages may be commenced up to 30 years from the date of the occurrence which gave rise to the claim on or in connection with the use of the site.

In relation to cover for claims, it is necessary to look at Section 5. This provides that the licensee must make arrangements, by insurance or some other means, for sufficient funds, up to £5 million, to be always available to meet claims. This "cover" must be in respect of each severally of certain periods called "cover periods". The "cover periods" are defined as the licensee's current period of responsibility if any; any period which ended less than 10 years before the time in question and, if there is an outstanding claim relating to some earlier cover period made within 10 years of the occurrence that gave rise to it, that cover period as well.

However, in respect of claims made more than 10 years after the occurrences giving rise to them, Parliament may reimburse the licensee.

Late Claims

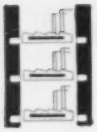
It is possible, of course, for a claim to be made within the 30-year time limit allowed by the Act, but long after the licensee's "period of responsibility" has ended.

The licensee must notify the Minister at once if the aggregate amount of any claims for a cover period within his period of responsibility reach £3 million, or if he receives a claim made more than 10 years after the occurrence which gave rise to it. The Minister, in turn must notify and report to Parliament. Moreover, when a "cover period" within the period of the licensee's responsibility comes to an end, the licensee must send a statement to the Minister giving, among other matters, particulars of any claims.

Finally, the licensee must report any dangerous occurrence on the site to the Minister at once. The Minister is empowered, if the occurrence is sufficiently serious, or having regard to previous occurences and claims, to direct that a new cover period shall begin in respect of the site.

It will be seen that all these somewhat complex provisions are chiefly designed to meet situations where claims are made years after the licensee's responsibility for the site has ended, because the Minister has indicated that the danger has ceased.

There will, doubtless, be further amending legislation as our knowledge of nuclear energy grows and its uses become more widespread.



Visual Aids

New sound filmstrips from the IWS

WHEN the Industrial Welfare Society first introduced talkie-filmstrips, they pioneered in this country a very valuable training aid, since used in diverse fields by such bodies as the Central Council for Health Education.

The latest additions to their range continue a technique, with variations in method, which began with **The Whitehead Story.** This was the first IWS sound filmstrip, one of a series which made an instant appeal to those concerned with management training. Each strip, with its accompanying commentary and dialogue on gramophone record, presented a situation, emphasized the many factors which contributed to it, and invited the viewers to discuss possible solutions.

Two of the new filmstrips are additions to this series of "Human problems at work". **No. 28 The Upgrading Controversy** relates the case of operative Jack Mitchell. He has proved unsatisfactory in both the assembly department and the machine shop, and has recently been transferred to the process department. Shortly after his transfer, new techniques are introduced and, as a result of job evaluation, his post is upgraded. Immediately, the men in both the departments in which he had previously worked ask their superintendents to take the matter up with higher management. The two superintendents discuss the matter with Mr. Wells, superintendent of the process department, who speaks in Mitchell's favour, having so far found him to be a good worker and keen on the new technique. The other two superintendents say that Mr. Wells has yet to come up against Mitchell's bad qualities. Moreover, they say that there are other workers with much longer and more satisfactory records who should have preference for the better-paid job. They propose to inform the management that they think Mitchell should be transferred and the upgraded job advertised within the works.

Here then is a problem of some complexity. It involves not only the merits of job evaluation and the care with which it is administered, but also such questions as promotion procedures, seniority, and how far the clearly expressed views of the majority of workers in the plant should be considered. It also raises the question of how far the past record of a worker should be taken into account when assessing his worth for a job which he is already performing satisfactorily and in which he shows interest. And there is obviously a problem of selection procedures—of choosing the right man for the job not only on technical but on human grounds.

No. 29 The Night Shift also raises a whole series of problems. Frank Sharpe, who has been on day work since he joined the company six years ago, is asked to go on night shift. He refuses because he runs a dance band in the evenings and the move would not only interfere with this but cost him money as well. In any case, he says, there are others who would be glad of the opportunity. The maintenance superintendent consults with the maintenance engineer who suggests that the next suitable man be asked. This is Dick Williams, the shop steward, who refuses because the job was not offered him in the first place.

The maintenance engineer feels that he must deal with this situation firmly, since there is a question of principle involved. All workers on joining the company sign an agreement to undertake night work, if asked. He therefore orders Williams to start night work next Monday. Williams points out that there are others who would be keen to have the job for the extra money, and feels that the maintenance engineer is being unduly fussy by insisting that he does the job on a point of principle.

As with all their talkie-strips, IWS suggest points for discussion and in this case one of these is "*should a manager let his subordinates create his problems for him?*".

No. 74 The Packing Section is the latest in the Training Series. It concerns an accident in the packing department, where a worker suffers a badly lacerated hand. The circumstances leading up to the accident are outlined, and it is suggested that group discussion might follow the four headings of the TWI Job Safety Manual.

One of a new series of strips was then shown: **Handling Sacks** (the others being **Handling Boxes** and **Handling Drums**). This is a didactic series, using photographs of individuals handling correctly and incorrectly, the figures being presented against a simple, drawn background. The double-sided record accompanying the strip gives detailed

A scene from The Upgrading Controversy—an IWS filmstrip in the series: 'Human Problems at Work'

reasons for selecting one method instead of another. With this film and record (and with a full text of the commentary available), an instructor can prepare a lesson to include instruction, demonstration or discussion at whatever points he thinks appropriate. The photographs are clear, and by eliminating any background other than outline drawing, they make their points effectively. One would now like to see the IWS experiment with some film loops on this theme, where motion is obviously superior to still-photography for presenting something dynamic.

The other four talkie-strips shown were part of a series on **Sales Training** prepared by the IWS in collaboration with the Incorporated Sales Managers' Association.

No. 90, I'm prepared to sell compares two salesmen who visit a grocer. The first, Mr. Bates, is a pleasant young man, but ill-prepared for his job. He keeps no record of his customer's previous orders and experience, arrives unannounced at a busy time, and discovers too late that he has left the sample of the new line he wanted to push at his previous customer's shop. Not unnaturally, the grocer prefers Mr. Bates' successor, who works to a carefully prepared schedule. He maps out his visits on the number of calls that he knows he can achieve in a limited area. He informs his clients in advance of his proposed visit, and asks them to check stock before he arrives, so that he may take orders with the minimum of delay for both of them. He studies carefully the trade pattern of each shop, and can therefore make constructive suggestions about quantities and quality which are in the interest of his client. He checks his sample bag, sorts out the order cards, and has all the necessary documents ready the night before. And finally when he makes his call, he takes note of any new developments (such as a window display by a rival), and is ready with suggestions for ways of displaying his own company's wares. Thus his visit is brief, cordial and effective.

Another side to salesmanship is presented by **In your customer's house, No. 91.** Here the representative (sales or maintenance) is seen through the eyes of the housewife. She fears the worst when her refrigerator breaks down, but this time she is visited by a representative who treats her and her house with respect, does his job quickly, efficiently, and cleanly, and by quick appraisal of her problems is able to introduce her unobtrusively to other products of his company.

For most of us, the most frequent contact with salesmen and saleswomen is **Over the Counter,** the subject of talkie-strip **No. 92.** Two salesgirls are compared. Miss Tracey makes her customer welcome; ascertains her needs by listening carefully, observing her customer, asking tactful questions, and deciding her chief buying motive; demonstrates the goods by showing not too many at a time, handling them with respect to indicate their worth, and explaining features of particular interest to the customer. She closes the sale by choosing the moment before the customer's interest begins to flag, by narrowing the choice, and helping the customer decide by concentrating on one article.

But her colleague, Miss Beaumont, is by contrast, unhelpful, fails to check on obvious needs, and keeps potential customers waiting. This strip reverses the usual procedure of comparing good and bad techniques, by showing the good technique first. This has something to commend it because one is then able to criticize and evaluate bad methods with some known standards of good procedure in mind.

No. 93 Making your customer welcome shows an ingenious approach to the teaching of this technique. Mrs. Robinson emerges from a big store a very disgruntled customer, having visited seven departments and had an unfortunate experience in each. She is treated in an offhand manner, regarded as an intruder, ignored, left waiting whilst the salesman goes to the telephone, treated rudely, and in one department made to feel like a potential shoplifter when encountered by the salesman as she handles some material. How would the sales staff feel if they were treated as she was? The strip shows you, by imagining that all seven culprits visit Mrs. Robinson's house as potential customers for her second-hand radiogram.

This latest series of IWS talkie-filmstrips shows three approaches to training. First is the well-established IWS method of presenting a problem, showing (or sometimes hinting at) some of the factors which have contributed to it, and inviting the audience to discuss the problem and suggest possible solutions. The second method is the familiar TWI approach, presenting facts as a basis for discussion following a predetermined sequence of enquiry. Finally, one has the direct training technique to establish a procedure—by showing good and bad ways of accomplishing a specific task.

Each method is designed for a different situation. Each is appropriate at some stage to the work of the personnel department, whether it be concerned with induction, training in established procedures, or initiating discussion around some of the human problems which form the most challenging aspect of the department's work.

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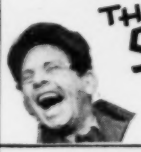

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A floodlit wall and good reflection give brightness with a moderate level of lighting

The Quiet Revolution

Part 2—Use of light and colour in the office

by D. E. Greenhalgh

THE office revolution really began with the acceptance of women within its walls, for in their quiet way the ladies have swept the dust from the ledgers and laid the "Ghost of Marley". However, removing the dust was only a beginning, and the dingy back rooms used as offices have changed little since the turn of the century. Because these back rooms represent the bulk of offices in this country at the present time, it is towards them that the real drive for improvement needs to be directed. But this does not exonerate the large or modern offices where much is left to be desired.

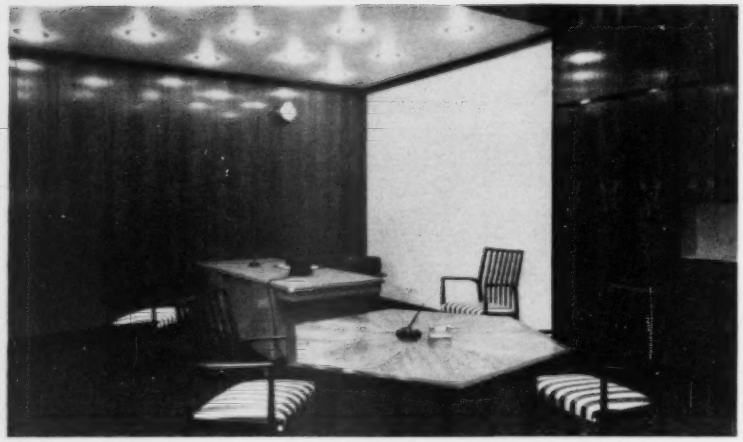
Gradually the realization has dawned on the office hierarchy that the individual is important, and to get the best from the individual means giving consideration to all aspects of his or her needs. *The conditions in which people work are worthy of as much thought as their pay and holidays.*

Machines work well, if properly looked after and competently handled, and so do people, who need—among other things—a pleasant visual environment. That means plenty of light for working, plus adequate light on appropriately decorated structural and furnishing surfaces, to make the whole atmosphere attractive and practical. This applies not only to the large general office, but also to the one-man glory hole.

Light. A casual glance round the interior of the majority of office buildings is sufficient to reveal the lack of understanding (or interest) in the needs of the office user.

The fault of bad office lighting often lies in the assumption that real daylight is automatically a sufficient source of illumination and therefore the best; but this is seldom the case. Most offices have side windows which, unless they are exceptionally tall, give very little light on the horizontal working surfaces at a distance of more than a few feet from the window, so that artificial light is needed for the inner parts of the room during most of the working year.

This is particularly true in the more modern office blocks that boast of being built mainly of glass. The occupants of the central parts see brightness all around them and need additional electric light of some 40/50 lm/ft^2 to make the level of brightness



Recessed filament fittings give a feeling of cosiness in this private office. Main lighting is by fluorescent tubes behind frosted glass panels

Planned lighting and matt surfaces of furniture are blended so that this general office pattern is imaginative

on their work to balance their surroundings. This has led to the remarkable situation where the users of these central sections can afford to turn down the lighting after dark. Far too much is expected of windows. *They let out a great deal of the internal heat, and perhaps their most useful contribution to the office is for ventilation and allowing people to look out rather than for allowing light to enter.*

Sight. In the office, easier seeing makes for accuracy, speed and mental concentration. One of the chief rules in achieving lighting comfort is to restrict the amount of light directed towards the eyes, at the same time ensuring that the fittings light the working surfaces adequately, without these surfaces or the fittings appearing too bright against their background and surroundings.

With luck, the amateur can thumb through a maker's catalogue, select a fitting for its novelty or appearance, and produce a satisfactory result in the small office; but in a large one, the chances of failure by such a method are enormously increased. The penalties of failure can be measured by the number of headaches, complaints and the general air of dissatisfaction registered by the staff. *Since expert advice is free, it seems a pity to risk disaster by not taking full advantage of it.*

Tungsten filament lamps are ideal where the lighting is used infrequently, but the relatively high wattage consumption makes them generally uneconomical to use for long periods. Fluorescent tubes have at least twice the efficiency of filament, and are produced in a range of six standard colours: Colour Matching, Daylight, Natural, White, Warm White and Deluxe Warm White. Generally, it is true to say that the more efficient the fluorescent tubes, the less accurate the colour rendering. Thus the choice of fluorescent colour will largely depend on the outcome of the conflict between keeping the cost down and keeping the morale up.

Colour. Very slowly the time-honoured creams, dark browns and dark greens are being unseated in favour of light pastel colours. In addition, the extensive interior use of "hard gloss" is being abandoned for matt or semi-matt finishes. Matt or semi-matt pastel colours are attractive to look at, and do not distract by reflecting mirror images of the light source from shiny walls, office equipment, furniture, etc. Furthermore, they have the same durability as "hard gloss" and cost the same—or less.

It is important to remember that large areas of dark colour in a room are depressing to look at and work with, and should be used sparingly for emphasis and special decorative effects.

Choice of colours for decoration should always be made, if possible, with a knowledge of the kind of light source that is to be used. Filament lamps emphasize reds and deaden blues, while fluorescent tubes in the standard range cover most colour needs. Of these White and Warm White are the most efficient, while Natural is better for showing up colours.

Often the office is not an isolated unit, but part of a large building. Therefore it is appropriate to consider the building as a whole. There cannot be any hard-and-fast rule for lighting and decoration in any part of the office building, since uses, limitations and tastes vary from one building to another.

Reception. The standing of a firm will inevitably be judged partly on "first impressions", which means that the main entrance must be light, bright and inviting.

Indirect lighting on to a light-coloured ceiling creates an inviting atmosphere that is usually considered dignified, but is dull unless relieved by pendant fittings utilized as decorative features. The reception or enquiry desk lends itself to special treatment, so that it becomes the focus of attention. This can be done in many ways: by using a darker colour behind the desk, by washing the rear wall with light from above the edge of a floating ceiling, or by recessed spotlighting, to mention a few possibilities—but whatever method is adopted to create a special effect, it should draw the immediate attention of the visitor.

Stairs and Corridors. Stairs must be particularly well lit so that the nose of each tread is clearly visible; but they are often the subject of false economy in lighting and decoration. *If we were permanently 20 years of age, with perfect sight and health, it might be possible to justify such*

economy but, in fact, consideration must be given to individuals whose ages can range from 15 to 70.

The lighting on the stairs should eliminate the user's own shadow, which is usually the result of a single overhead source coupled with very poor reflection from the walls. Lighting mainly from the sides will reduce awkward shadows, but care must be taken to avoid glare from the bright upper parts of fittings that may be seen when descending. (These are normally well screened from ordinary viewpoints to become apparent only when viewed from above.)

Most corridors give the impression of being long tunnels. The apparent shape can be altered by providing plenty of light from attractive fittings or indirect cornice lighting to increase the height and width, which can be further increased by vertically-striped wallpaper or plastic covering, both of which give a neat design plus a hard-wearing surface. The use of a darker colour on end walls will reduce the apparent length, and doors will be easily identified if painted different colours.

There is no good reason why stairs and corridors should not be part of an attractive colour scheme for the whole building so that each floor has its own character, while at the same time it becomes a quick and easy guide for visitors.

Private Offices; Boardrooms. In order that private offices and boardrooms may appear dignified, they are often drab and gloomy, but they can maintain their dignity—and if necessary—solemnity, without being depressing. This is best done by treating them as if they were a study in the home with appropriate curtains, wallpapers and carpets. Also, the domestic type of ceiling, table and wall-mounted light fitting should be used to provide at least 20 lm/ft² on the desk. This is not an excessively high level of illumination, particularly when it is remembered that electricity is relatively so cheap, and that grumbles about inadequacy of the lighting are best avoided.

The General Office. There is a tendency for the individual to feel a loss of personal identity in the large general office. This feeling can be counteracted by providing plenty of light with a well-balanced décor.

The room should incorporate a focal wall, usually the one facing the line of desks. Interest can be created by using a wallpaper with a background predominantly of one of the warm colours: red, orange or yellow. The other walls should be a neutral shade, so that they are not consciously noticed out of the corner of the eye.

Light is of utmost importance. An impartial investigation by the Department of Scientific and Industrial Research has shown that a level of illumination of at least 20 lm/ft² is required on the working surface. The nature of the visual tasks in the office varies considerably from deciphering third and fourth carbon copies, reading faint pencil notes on coloured paper to searching for information inside filing cabinets. Fluorescent lighting is obviously the most economical, but there are still a few die-hards who raise vague objections before it is installed. However, when it is in use, complaints arise only if the design of the installation leaves something to be desired—as would happen with any other lighting source in similar conditions.

Unscreened windows can become a source of glare or irritation either in bright sunlight or with darkness outside when they become black mirrors. This can be overcome by fixing venetian blinds or other light-coloured screens.

Drawing Offices. Because of the nature of the work in drawing offices, the problems of lighting are more difficult to solve. With modern lighting equipment there is no difficulty in providing adequate light to enable even the faintest lines to be seen. But it is not easy to avoid the following:

(a) distracting and confusing shadows from instruments and from the draughtsman himself;

(b) shine from glossy paper such as tracing paper, and from hard lines;

(c) unpleasant contrasts between the working surface and the remainder of the room.

There is no one system of lighting universally recognised as the best for drawing offices. Certainly it will be fluorescent in one form or another. It may well be end-on lines of louvred troughs, sideways-on lines of troughs with good screening of the tubes, a shaped ceiling to screen the tubes from normal view, large ceiling panels, or even a complete luminous ceiling. Any of these can easily be designed for the particular office to give 30 lm/ft² or more on the drawing boards (many recent installations have achieved nearer 100 lm/ft²); but with large areas of white drawing paper brightly lit, it is very important to ensure that the background and surrounds appear reasonably bright to avoid (*c*) above. One way this may be done is to allow light to fall on light-coloured walls, so that it is reflected back into the room. Also the colour scheme should be varied to create rest and interest for the draughtsman and to avoid possible eyestrain.

Conclusion. Proper lighting and tasteful decoration increase working efficiency, promote good order and reduce worry, petty irritation and distractions. **Furthermore, the office is the working environment of millions and their home for eight hours of the day; its make-up must be no less than the best.**

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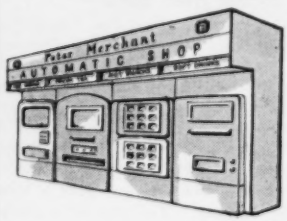

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Broader schemes of consultation

IN industry today, middle managers are struggling with many problems. The volume of correspondence I am still receiving on this subject gives eloquent testimony to this fact.

Does joint consultation offer a way out? Mr. A. B. Atkinson of Leeds thinks that it does. He says that the man on the bench "*hesitates less* (than the middle manager) *in making his views known, because he is encouraged by his sense of collective security*". The middle manager "*is reluctant to challenge the changing order of things largely because of a real or imagined belief that more can be lost than gained by an expression of honest opinion*". Top management will have to make a very real effort if this "more to lose than I have to gain" attitude amongst middle managers is to be broken down. Training courses and organisational charts are not in themselves enough. One company, for example, has declared that,

> "*A member of senior management is not necessarily right in his judgments simply because of the chair he occupies. Every person's judgment is limited by the extent of his knowledge of a situation at the time of decision. Each member of the management team should be able, and prepared if necessary, to justify any course of action taken. The principle is established that top management could be wrong but there is still a long way to go before everybody is convinced it is safe to tell them so*".

In this Company the meetings of the board of directors are followed by meetings between each executive director and his immediate subordinates. Policy decisions made at the recent board meeting are brought up for discussion and each subordinate is encouraged to criticise these decisions in the light of his own knowledge and experience. Each of these subordinates in turn calls a meeting of his subordinates to discuss the same agenda, with special reference to difficulties which may be encountered. Any unresolved points are referred back to senior management.

This system has many merits. It enables top managers to keep in touch with practical difficulties lower down; it makes all managers feel they belong to one management team. It also provides, as Mr. Atkinson so rightly stresses, "*the senior manager, or executive director, with an opportunity to indicate by personal example that he not only requires original thinking as part of the job, but can accept constructive comment as being a necessary part of modern management*".

Sound delegation

In the course of a recent visit to the United States I had an opportunity of learning how well the integration of these two methods of consultation could work if the top executive is an enthusiast for the system. One chief executive, in charge of a chemical plant, decided that responsibility for decision-making should be delegated. When he inherited the business from his father, he set the stage by throwing out from his office the big desk they had used as being "too inhibiting". (He too realised, with Mr. Atkinson, that subordinates have to be taught confidence.) He then told his managers that they must take responsibility for the decisions of their own departments, but these decisions must be taken after regular meetings between the chief executive and the other managers at which all information is pooled and common problems ironed out. Each manager is then in possession of enough relevant facts to make a sensible decision. This system works well and morale in this firm is high.

Another company in England has a similar approach. They too feel that the main value of a formal system of joint consultation lies in using it to improve communications up and down the management chain of command. Thus they hold a series of interlocking management advisory meetings. These meetings are held on different aspects of the business and each is attended by those managers who are concerned with the aspect in question. Thus co-ordination is achieved, since each manager attends enough different meetings to be in touch with his fellow managers at regular intervals. As time passed, this company found that consultation could not end at this level and each manager in turn held a further meeting with the staff of his department to discuss decisions made at the meeting with his fellow managers, as soon as possible after it had occurred.

Revised approach

During and after the Second World War, joint consultation (officially encouraged and blessed), between managers and workers was very much 'in fashion'. Many formal schemes were started in different industries. The N.I.I.P survey—the results were published in their book, "Join Consultation"—showed that these schemes had met with varying degrees of success. The effectiveness of the scheme was correlated with the attitude top management adopted towards it. So when a manager said, "*Joint consultation has died a natural death in this firm; we had no faith in it from the start—workers are . . . childish and difficult to please*"; it is possible for us to see how this state of affairs might have come about.

Apart from this sceptical approach, many top executives did not realise the importance of including all ranks of the management team in the scheme. Often middle managers and foremen felt left out. Many firms have today lost their initial enthusiasm for joint consultation; so much is this the case that one industrial consultant told me recently that, in his view, formal schemes of joint consultation were no longer a major factor in British industry. Can some of these schemes, which are not too successful, be revived or redesigned so that consultation within the ranks of management becomes the core of the system?

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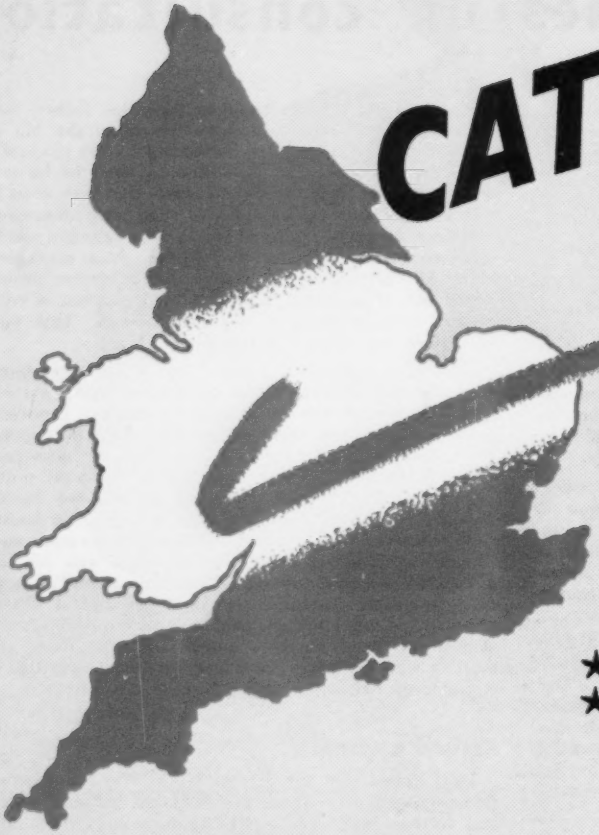

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Specialists plan for efficiency

Rôle of the consultant in industrial catering

CATERING is now the fourth largest industry in the country, apart from being one of the biggest dollar earners. But in spite of its status and its rapid and continuing expansion, the industry has received little publicity. This is doubly surprising since a number of catering companies each employ more than 10,000 people wholly engaged in serving other industries by catering for them at any time and in any place.

That catering should be efficient needs little emphasis. It is clearly an advantage to all, on the grounds of health, harmony and high production, that industrial canteens should be well equipped and well organised, and that those who serve in them should be experienced, cheerful and friendly.

Just one pointer to these needs is provided by their effect on recruitment. Here good catering services are an asset. For example, some factories invite the parents of young entrants to see their canteen and to sample the food. On the other hand, the prestige of the firm, as well as the health of these young people, can be placed in jeopardy by indifferent or careless canteen services.

Top decision

But it is not enough to install expensive kitchens and dining rooms, and then to leave the service to untrained people. The essentials for success in catering, especially on an industrial scale, are confidence and goodwill on both sides of the counter. It is not always the big, gleaming chrome and silver hall that provides the most efficient service: a small canteen, staffed by people capable of giving the right personal touch, is often infinitely more successful.

Management, in deciding what kind (and standard) of catering they are aiming at, must consider certain essential questions. Is the canteen to cover all grades, including executives? What is to be the basis of its organisation? For example, is the canteen to be operated by the company or by an outside contractor? Each method and each canteen has its individual problems. But, whatever the problem, the most important first step is to secure the services of a competent catering manager or cook-in-charge. Inadequacy in catering cannot be hidden.

Expert guidance

Large subsidies are no proof that a factory is enjoying good service. The aim should be to run the canteen as every other department in the works is run; i.e. as economically as would be consistent with efficiency. In large factories, forward planning with the co-operation of the buying, costing and accounts department, is essential. Frequent canteen costings are a help and guide to efficiency.

Catering is work for specialists and requires expert knowledge. Sir Wilfred Garrett, H.M. Inspector of Factories from 1939 to 1946, speaking on the value to industry of the catering adviser and consultant has said that there are certain catering advisers who can give the benefit of their experience, and of their intimate knowledge of kitchen layout, equipment bulk buying, the handling of staff and the general routine of the kitchen processes. Indeed, the demand for the services of the qualified catering consultant is growing steadily. He is able to give an unbiased report on present operations and, whatever the troubles may be—staff, equipment, menu planning or costing—he is there to help. Often, his first report more than compensates for his fee.

Consultants are available for free-lance work and some accept annual retainers for an agreed number of visits, either weekly or monthly. The work of the consultant could hardly be described as spectacular, but it is nonetheless valuable. For example, one consultant working closely with the works architects, planned the complete catering organisation of a factory, from the first brick to the first meal. This involved the purchase and installation of the necessary equipment down to the most minor items. Kitchens, dining rooms, store rooms and staff rooms—all were planned to give easy work-flow and continuity of service. Staff were engaged and tested, and the initial service was supervised—the consultant remaining for the first two weeks' operation, to overcome any teething troubles.

Future service

I can offer the example of a canteen where expert knowledge reduced labour costs by 30 per cent; and by streamlining the service in another organisation, a 20 per cent increase in trade was recorded. A new lighting and colour scheme worked wonders in a third canteen.

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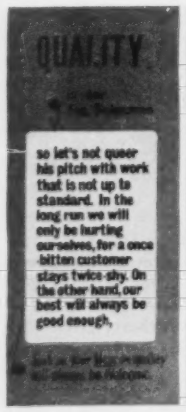
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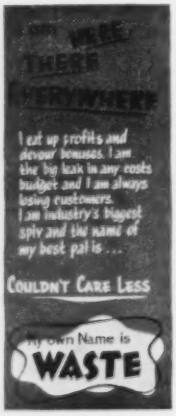
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Improves Working Conditions, Stimulates Hygiene. Walls and ceilings can be washed cheaply and with the minimum of disorganisation with the REVVI washing Machine, saving at least one half of the normal labour costs.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

PRICE COMPLETE £55

For further details write or phone:

REVVI Ltd. 70 BLACKSTOCK RD., LONDON, N.4 *Tel: CANonbury 5246-7*

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY** ● **CLEANING** ● **HEALTH** ● **VENDING**

More information on equipment featured in our 'Equipment Market' section may be obtained free of charge. Use our Reader Service Forms quoting the numbers which appear beneath the items that interest you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216.

Welfare

3-IN-1 CABINET

THE Arolux cloakroom cabinet is capable of performing three operations at once. Apart from possessing a large mirror, this model incorporates a liquid soap dispenser, perfume spray and an air-dryer for hands. It is also fitted with a universal plug for electric razors, and a coin slot for the perfume spray. Although the makers have provided space on the mirror for advertisement displays in the form of colour transparencies, this position could equally well be taken up by safety, efficiency, social and other reminders. To attract attention, the slides are lit only when the air dryer is in use.

Enquiry Ref. No. W10/1

Safety

NO LOSS OF VISION

GREATER comfort and a wider angle of vision are among the features claimed for the new Black Knight Shot Blast helmet. All parts are replaceable and spares can be kept in hand, so that the helmet need never be returned to the makers.

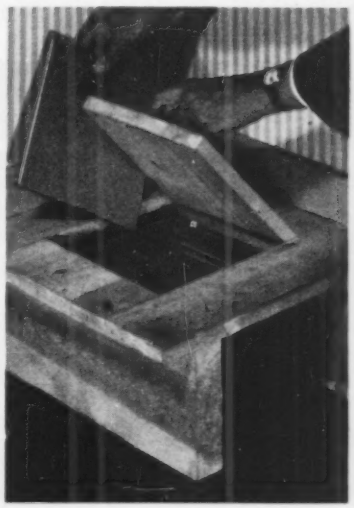
Head fitting is designed in such a way that, whenever the head is turned, the window moves with it, thus ensuring that the operator is always looking through the centre of the window and suffers no loss of vision. The window is constructed in two parts: the outer is in 0.010-in. cellulose acetate, supplied in packs of six, and the inner is in 0.080-in. perspex with an inner neck curtain to ensure that no dust or shot penetrates the cape.

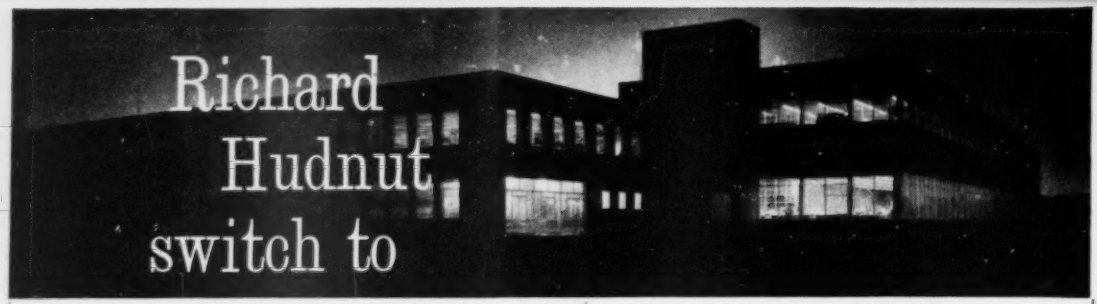
An air inlet connection for ¾-in. bore supply hose is situated at the back of the helmet and air is channelled downwards over the window to prevent misting. An optional extra is the new Mark II control box which incorporates an activated carbon filter cartridge.

Enquiry Ref. No. S10/1

UNDER THE CARPET

DEVELOPED in Australia and now obtainable in the U.K., this Floor Safe is designed especially for those premises whose walls are not thick





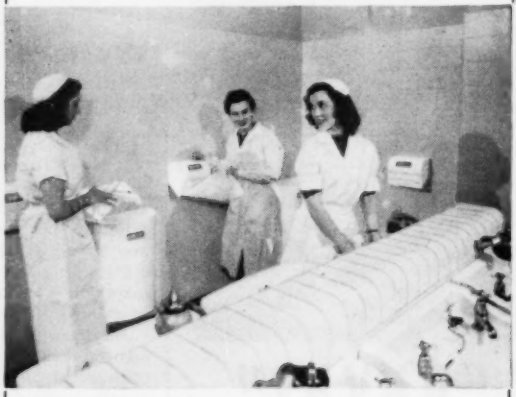
Andrex paper towelling

—and make a two-way saving in their washrooms

Richard Hudnut Ltd.—one of today's go-ahead companies—have used paper towelling in their washrooms ever since their new factory was opened. Paper towelling is more hygienic, ends washroom queues, pleases employees—and saves money.

Now Hudnuts are using only ANDREX paper towelling—and are saving another £150 a year. Andrex not only costs less per case than the paper towelling they formerly used: each towel does its job more efficiently—dries quickly, has great wet strength. Thirty cases last Hudnuts EIGHT WEEKS now instead of only six.

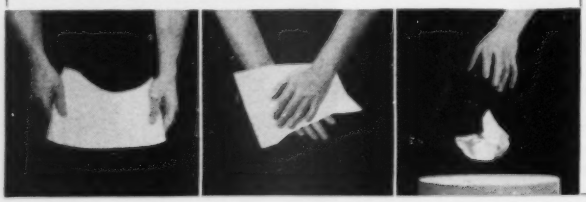
Richard Hudnut's factory near Southampton is impressive outside and in.
The cosmetics and hair preparations made here demand a very high standard of hygiene.
That's why the place is kept spotlessly clean.
That's why they use only Andrex paper towels.



The washrooms at Richard Hudnut are in keeping with the company's outlook. They're smart, practical, up-to-date. You'll find Andrex paper towelling in every washroom here.

BOWATER-SCOTT

make paper a part of modern living



Among the other famous companies using Andrex paper towelling are Bayliss Jones & Bayliss, Dussek Bros., Gestetner, London Rubber, Metropolitan Water Board, Mond Nickel, Orient Steam Navigation and Wm. P. Hartley. Andrex paper towelling is made in England by Bowater-Scott.

Our representative will be glad to call on you with details of the Bowater-Scott Industrial Service. To arrange this visit, or for further information, please write to: **BOWATER-SCOTT CORPORATION LIMITED INDUSTRIAL SALES DIVISION, W36 BOWATER HOUSE KNIGHTSBRIDGE, LONDON, SW1 TEL: KNIGHTSBRIDGE 7070**

For further details, complete enquiry coupon pp. 39/40

enough to accommodate the normal wall fitment. It gives greater capacity than many wall models and the makers have found that it can be quite easily installed beneath floorboards (see model cross-section), on the ground floor of premises.

An additional advantage of installing a safe in the floor is that it is difficult to detect, once the trap door has been closed and covered by a carpet or rug. A further protection is provided by the incorporation of an anti-explosive device, which is designed to keep the safe secure, if an attempt is made to blow it open with gelignite.

Enquiry Ref. No. S10/2

Health

QUICKER REACTIONS

ONE of the many ways of strengthening the human body is by the performance of exercises on a trampoline. The same activity is generally accepted as being ideal for the promotion of neuro-muscular co-ordination and for quick reaction. Such applications may be of considerable value for relieving the strains and tensions of the executive. One of the latest additions to this range of equipment is the Gazelle. Measuring approximately 13-ft long, 7-ft wide and 3-ft deep, this trampoline is constructed of specially reinforced oval-section steel tubing. Its steel legs are rubber-shod, and the whole apparatus is said to be readily dismantled into eight separate units for easy storage and movement.

The bed is available in three different surfaces ranging from single or double thickness boiled-linen flax to super-nylon web. Prices which vary according to bed finish, are from £66 to £79 18s. (including purchase tax, packing and carriage to destinations in the U.K.).

Enquiry Ref. No. H10/1

ADJUSTABLE REST

THIS combined foot and arm rest was especially designed for the treatment of injuries in industrial first-aid rooms as well as in hospital departments. The double telescopic stem provides individual adjustment to exactly the height required for maximum comfort, and the heavy cast base will ensure complete stability. All surfaces are easy to clean, therefore hygienic. The trough-shaped top is of stainless steel; the base is covered with chromium-plated spun copper, and the stem is also chromium-plated.

Enquiry Ref. No. H10/2

Office Aids

DICTATION WITHOUT MAINS

A LIGHT, portable, battery-operated dictating machine known as the Memorette has just been introduced. Primarily intended for the recording of speech and dictation, its tape cassettes are completely inter-changeable with the well-established Stenorette.

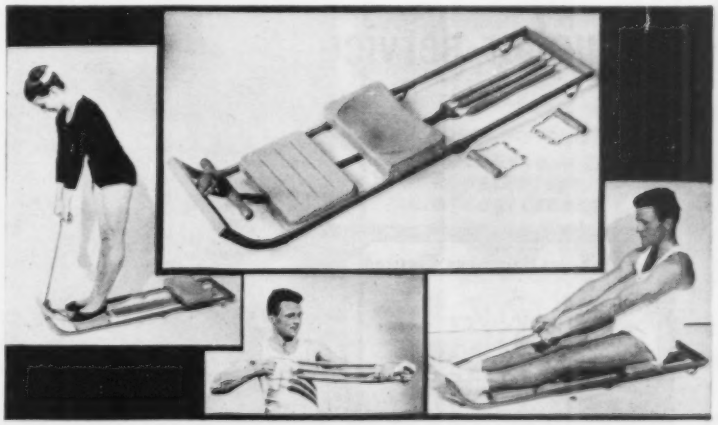
Operating time per tape exceeds 30 minutes, and the batteries are claimed to give from three to four hours service before recharging is necessary. All the normal push-button controls are included: start, stop, record, playback and rewind. There is also a special adaptor for recording telephone conversations. A carrying case for machine and microphone is available. Price, including microphone, batteries, cassette and spare spool, is 55 guineas. For an extra 10 guineas,

EXECUTIVE BODY BUILDING

ANOTHER item designed to keep everyone fit—from the firm's football team to the managing director—is the Beldray TopForm all-in-one exerciser. The three completely different functions which this one item performs are: sculling machine, slenderizer and chest-developer. It is finished in a turquoise blue enamel and mounted on rubber buffers to ensure stability and to protect flooring.

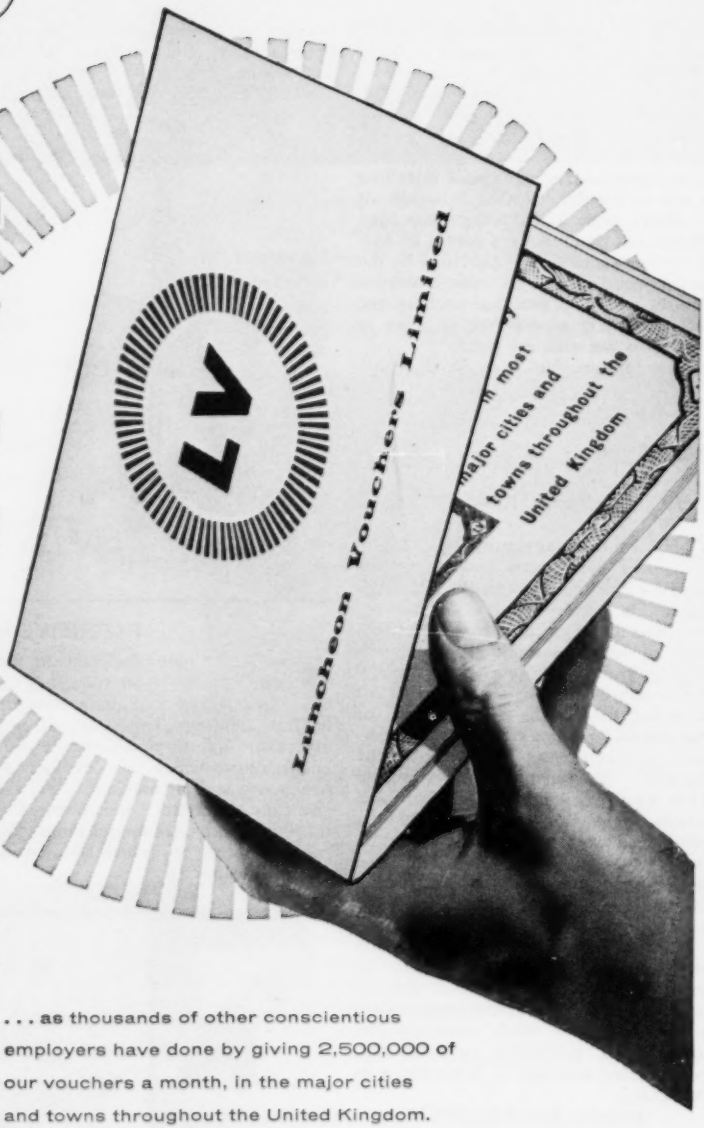
Outstanding features claimed for the TopForm are its comfortable, body-contoured seat on easy-running hard rubber wheels, easy-grip handles, and non-stretch adjustable tension strap. The pull can be varied by the use of one, two or three springs which increase tension from 34 lb to 102 lb. Retailing at 6 guineas, there are special terms for bulk orders.

Enquiry Ref. No. H10/3

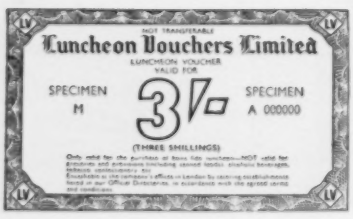


L.V. TIME

May we send you a copy of our booklet, showing how you and your staff can benefit by our Luncheon Voucher service



. . . as thousands of other conscientious employers have done by giving 2,500,000 of our vouchers a month, in the major cities and towns throughout the United Kingdom.



Luncheon Vouchers Limited

Saxone House, 74a Regent Street, London, W.1. REGent 5711

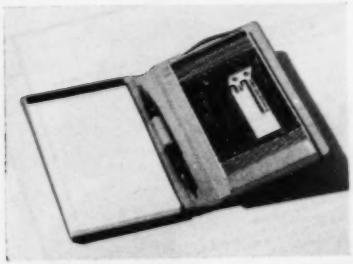
For further details, complete enquiry coupon pp. 39/40

there is a charging unit for the batteries. Where AC mains supply is available, a lead from the charging unit can be connected to the Memorette, making it fully mains-operated.

Enquiry Ref. No. O10/1

POCKET CALCULATOR

KNOWN as the Addmaster-Baby, this pocket adding machine is provided in a leather case, with a note-pad and pencil-stylus. It adds on one side and subtracts on the other, and



has a total capacity for counting sterling of £999 19s. 11d. The inclusive price is 37s. 6d.

Enquiry Ref. No. O10/2

Vending

ALL-FRESH INGREDIENTS

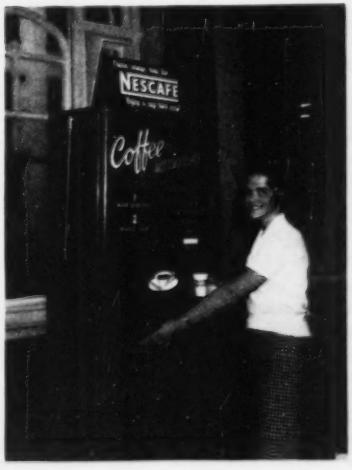
INDIVIDUALLY brewed cups of tea, made from real leaf with fresh milk: this is the significant feature of the new "Teamatic" automatic vending machine. Its cup-capacity is 600, each one being delivered in a matter of seconds. The principle is that, as soon as a coin is inserted, an amount of leaf-tea is immediately shredded thus releasing its full flavour and aroma. This is dropped into a mixing container where boiling water infuses the tea, after which the brew is passed through a filter into the cup. Sugar and milk are then added, if the customer has selected them with the push-buttons. The purchase price, ex-works, is £480, although hire purchase terms can be arranged. For large firms, there will be a rental scheme. Looking into the future, the makers are undertaking developments which will enable the "Teamatic" to dispense up to six separate hot drinks.

Enquiry Ref. No. V10/1

It is hoped that firms with new products for better and safer working in industry will continue to send details to the Editor. In this way we can maintain the news value of our comprehensive Equipment Market—now especially important because of the introduction of our Reader Enquiry Service.

WALL INSTALLATION

YET another beverage vending machine has appeared on the market with its own special features. Unique in that it is designed for suspension from the factory wall, this model has a cup-capacity of 500. Tea, coffee or soup, prepared by adding hot water to concentrates, can be served, although not from the same machine. Each model is guaranteed for a period of 12 months and costs £330, plus delivery and fitting charges. Hire purchase facilities ask for a 10 per cent deposit with the balance paid over one-two years, or a 20 per cent deposit with the balance paid over a maximum of three years. There is also an arrangement for rental at £150 per annum.



Enquiry Ref. No. V10/2

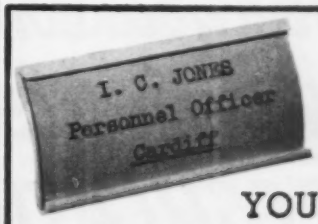
Cleaning

NON-TOXIC DEGREASER

THE 101 cold degreasing and cleaning process is applicable to maintaining physical cleanliness where the process is to be followed by finishing by means of painting, enamelling, plating, anodizing and brightening, de-rusting, de-scaling, and corrosion preventive measures.

A special feature of the 101 process is that because of the absence of toxic hazards involved in the use of other substances, there is a consequent avoidance of the need to observe inconvenient safety precautions. From the efficiency angle, the makers claim a saving of up to 70 per cent compared with solvent vapour systems.

Enquiry Ref. No. C10/1



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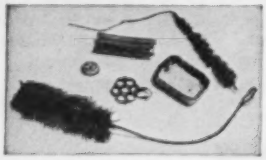
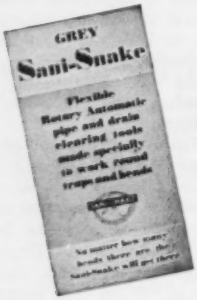


REMOVED by the "Sani-Snake" after all attempts by other means had failed.

One blocked waste pipe may cost you anything from £10 to over £100 for excavation or dismantling. A "Sani-Snake" will cost you £10 or less and will eliminate the necessity for such costly work. A very large number of famous manufacturing firms and departmental stores are daily using the "Sani-Snake."

The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.



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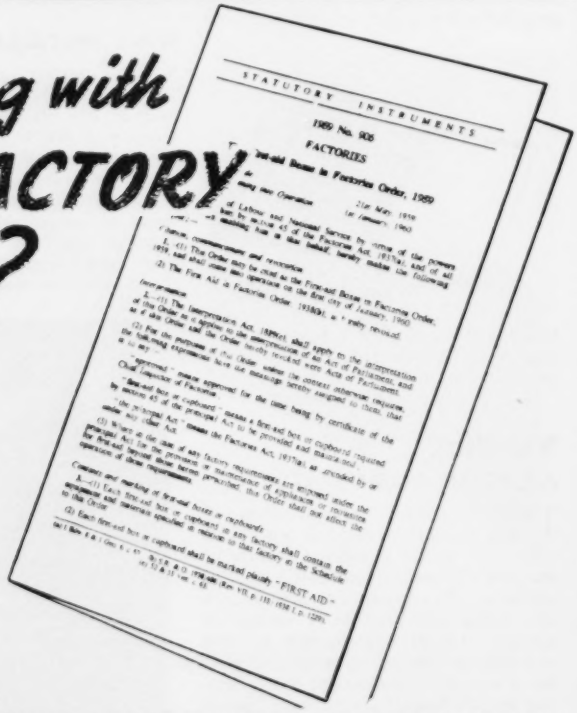

Revised regulations regarding First Aid in Factories are effective from 1st January, 1960.

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Full details are available to responsible officials applying on their company's letterhead, mentioning this "Personnel Management" announcement.

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VISTA MASK

The 'Vista' mask is typical of Siebe, Gorman safety equipment. The special facepiece gives unimpeded vision in all directions and does not become misted. It is here shown fitted with M.O.S. approved Radio-active Dust Respirator but may also be connected to a compressed air line or a fresh air supply. The 'Vista' mask is approved for use in ships, including oil tankers.

Whatever the hazard
Siebe, Gorman safeguards life and health

Siebe, Gorman, who make safety equipment for the British Admiralty, supply apparatus for hazardous jobs of every kind including deep-sea diving, all rescue work, fire fighting and aviation. In industry and the public services of many countries, Siebe, Gorman equipment is protecting people's lives and health.

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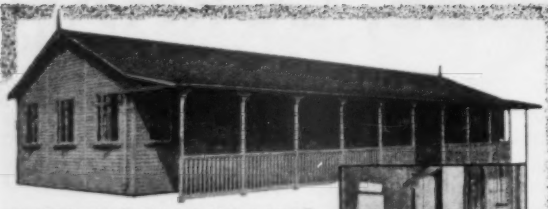

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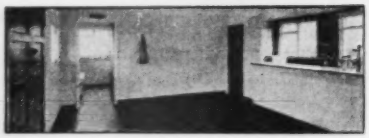

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Write now *for Calendar of Dates and Reservation Form to:-*

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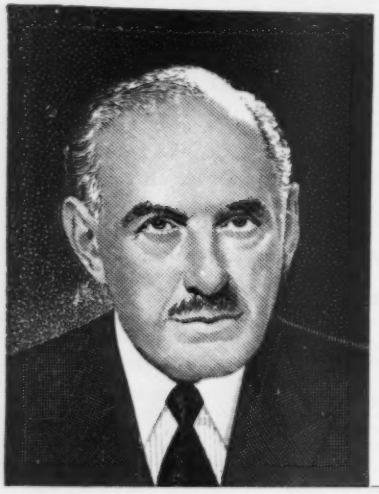

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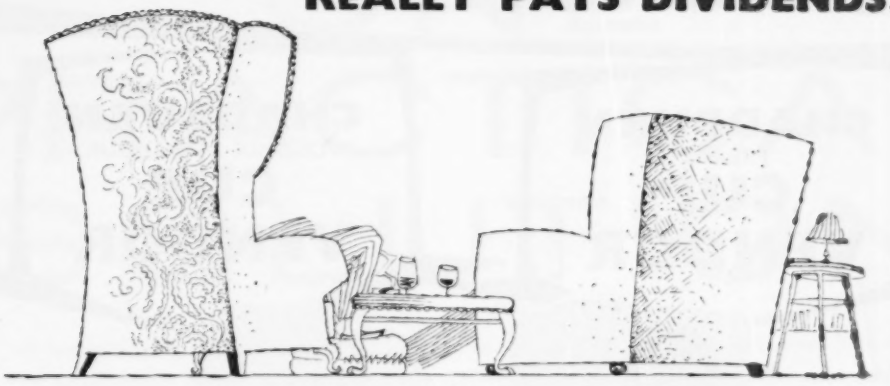
HERE'S A SCHEME THAT REALLY PAYS DIVIDENDS!



This Payne Christmas Hamper scheme is the best idea I've heard of in years. It pays dividends in two ways at once. As a morale booster, it's excellent—and you get generous commission on each order filled. A useful sum every year for the Welfare funds.

Sounds interesting. Tell me more.

In our Works, every subscriber pays in a few shillings a week and, at Christmas, he gets the hamper of his choice—finest English poultry, really prime pork, top quality provisions—delivered on the day I specify by Payne's own transport. Why don't you start a Payne Agency at your place?

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Trouble is, it means more work for me.

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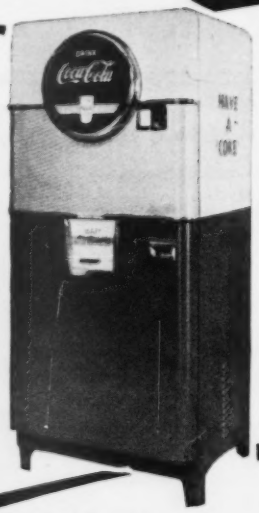
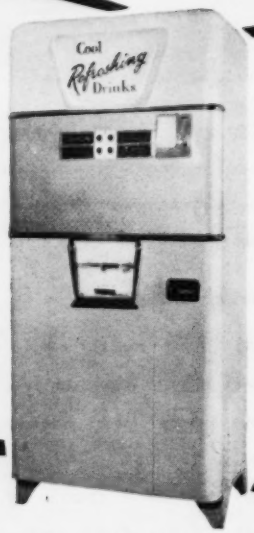
CHADBURN
PRE-MIX
CUP VENDOR



Capacity: 600 cups; Cabinet: Zinc-coated, corrosion-resistant steel. Illuminated slogan plate. "National" coin selector. A.C. mains 230/250 volts. 50 cycles. 33" x 28" x 74".

CHADBURN
POST-MIX 4-FLAVOUR
CUP VENDOR



Capacity: 600 cups. Selection: 3 carbonated, one plain. Cabinet: Zinc-coated, corrosion-resistant steel. Illuminated slogan plate. "National" coin selector. A.C. mains 230/250 volts. 50 cycles. 33" x 20" x 74".

Chadburn Pre-mix and Post-mix machines offer the best of both worlds in automatic vending for factories, railway stations, dance-halls, schools—wherever people collect. Multi-flavour Post-mix to satisfy all tastes, or factory-fresh Pre-mix at its peak of palatability are available in the unique Chadburn range of cup vendors.

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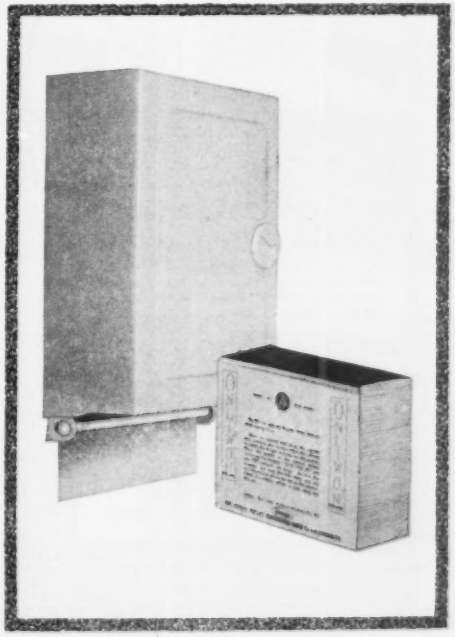

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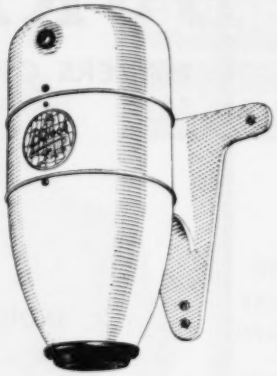

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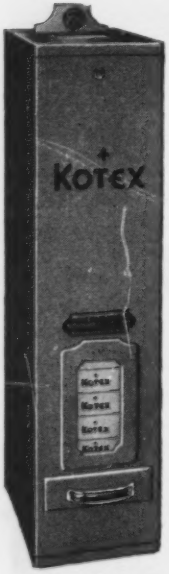

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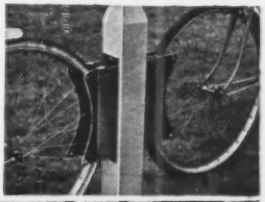
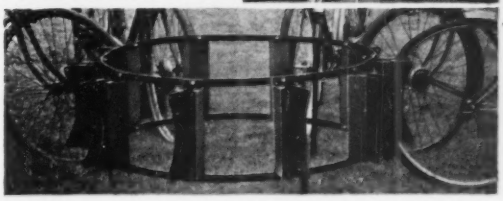
INDEX TO ADVERTISERS

Abix Metal Industries Ltd., 3 *and inside back cover*
Aptaker Organisation, J. D., 38
Automatics Trading and Vending Co. Ltd., 46
Bartlett, G. F. E., & Son Ltd., 2
Blick Time Recorders, 55. Bowater-Scott Corporation, 42
Briggs Industrial Footwear Ltd., 53
British Patent Perforated Paper Co. Ltd., 51
Bylock Electric Ltd., 54. Chadburns (Liverpool) Ltd., 50
Classified Advertisements, 3. Covell & Ward, 49
Cuxson, Gerrard & Co. Ltd., 46. Daily Herald, 47
Dawson Bros. Ltd., 6. Domestos (Stergene) Ltd., 10
Duckham, Alexander, 16. Duratect Ltd., 53
Edwards, N. A. W., & Co. Ltd., 56
Garrould, E. & R., Ltd., 54. Grey, Charles C., 46
Helmets Ltd., 11. Hygiene Paper Products Ltd., 56
Ibex Petroleum Products Ltd., 55
I.T.S. Rubber Co. Ltd., 55. Jeltek Ltd., 4
Jowett, Angus, & Co. Ltd., 52. Kimberly-Clark Ltd., 8
London Label Co. (1921) Ltd., 45
Luncheon Vouchers Ltd., 44
Merchant, Peter, Ltd., 34
Metropolitan College, 3
Midland Counties Industrial Catering Co. Ltd., 36
National Deposit Friendly Society, 15
National Industrial Fuel Efficiency Service, 48
Northide Ltd., 5. Peel, H., Ltd., 48
Peters Automatic Machines Ltd., 54
Pyrene Panorama Ltd., 12
Rank Precision Ltd., 30. Remploy Ltd., 52
Revvi Ltd., 41. Rozalex Ltd., 56
Security Products Ltd., 7
Shepherd, H. C., 14. Siebe, Gorman, 47
Simplamatic Machine Co. Ltd., 56
Strand Cleaning Services, 1
Tan Sad Chair Co. (1931) Ltd., 20. Tyre Products, 13
Wallach Bros. Ltd., *inside back cover*
Wandsworth Electrical Manufacturing Co. Ltd., 18
Wheeler, H., & Co. Ltd., 1
Wilkins & Denton, *inside front cover*
Winsol Ltd. (Wimzo), *inside back cover*
Wood Harris & Co. Ltd., *back cover*
Woolwich Polytechnic, 48

ABIX CYCLE HOLDERS

ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired.
▼ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.





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The ABIX Cycle Holders will be found not only economical of space but remarkably quick and easy to use.

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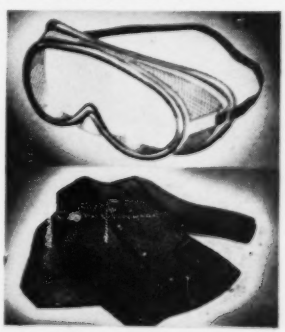

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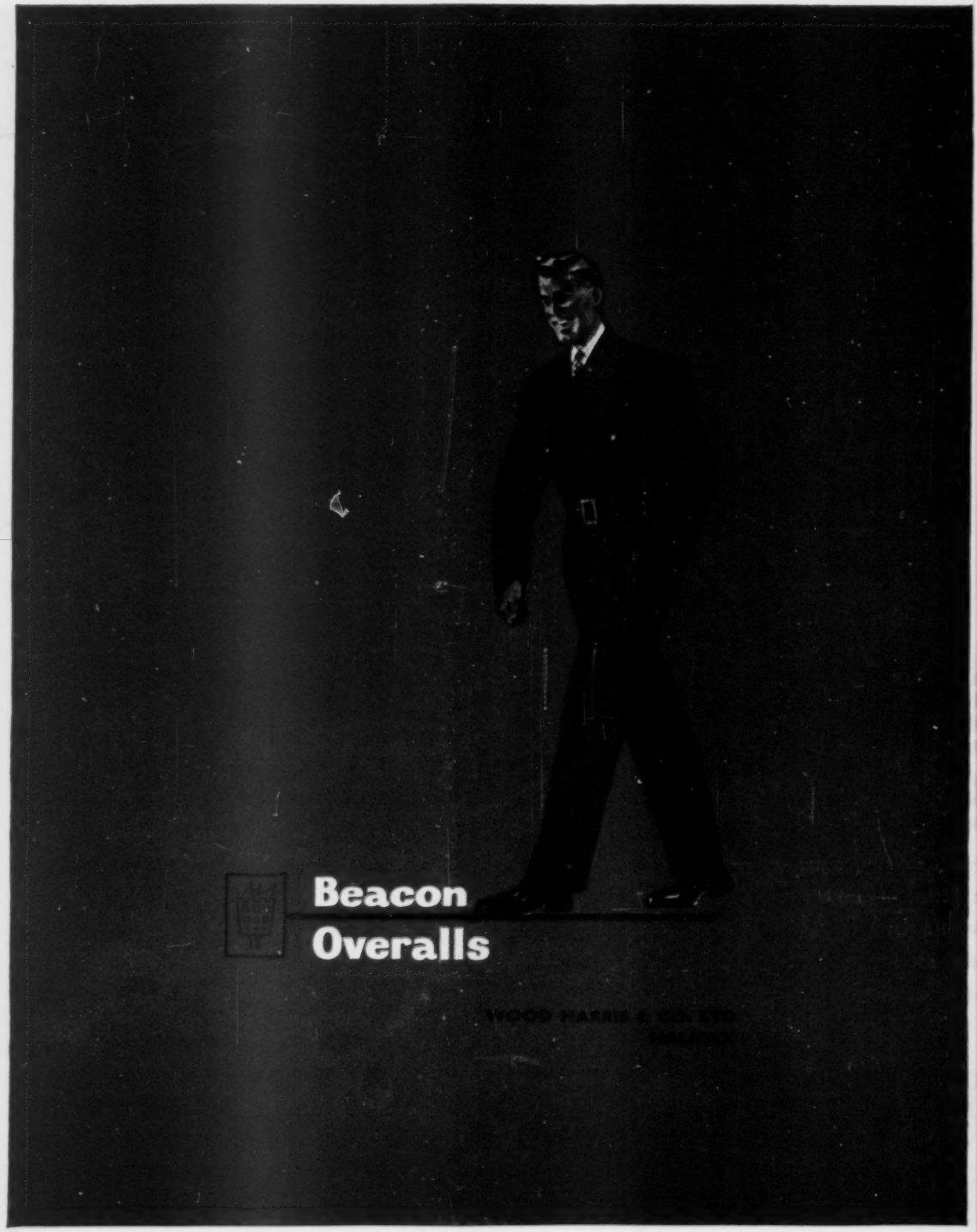
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